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WHAT TO DO WITH THE BARN?
FINANCIAL ASPECTS IN THE RE-USE OF ANCILLARY BUILDINGS AT THREE NON-PROFIT HISTORIC SITES AS NON-INTERPRETIVE, REVENUE GENERATING ENTITIES: A LOOK INTO HISTORIC BARTRAM'S GARDENS, LYNDHURST, AND SHELBURNE FARMS

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Additionally I would like to thank the administrators of the three sites I have been working with during the writing of this thesis: from The John Bartram Association, Martha Wolf; at Lyndhurst, Susanne B. Pandich; and at Shelburne Farms Resources, Alec Webb.

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Chapter One: Introduction

This thesis examines some issues relating to the reuse of ancillary structures on three non-profit historic sites; most specifically, the financial aspects of the reuse. Many historic sites in the United States have multiple buildings, and they have the need to raise money, add to programming goals, and keep some sort of promise to the future generations to preserve the site. The overarching premise I have made concerns the historic nature of the buildings themselves. The assumption is that many historic sites cannot afford to maintain these buildings to an historically accurate standard without altering their original use. But how are the modifications to be paid for? How responsive must the buildings be with regard to the overall finances of the non-profit organization? And, finally, is there a conflict with the mission of a not-for-profit when engaging in for-profit commerce? These are some of the major issues I intend to explore.

Traditionally an historic site was thought to be just the public rooms of the main structure. Museums would show the parlors and the best bed chamber as representative of the lives of the inhabitants. In recent decades, however, visitors have demonstrated to the museum community that they are also interested in the "service sections" of the house. Many sites have responded, as has Biltmore House and Gardens, by adding expanded tours.[1]

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[1] http://www.biltmore.com (April 1999):Biltmore Estate admission ticket includes: a self-guided visit through four floors of Biltmore House, including living and entertainment areas, the Kitchens, indoor recreation areas, and servants' quarters; a self-guided visit to Biltmore's many acres of gardens and walking trails. Another tour of the winery is also available.

This has proven very successful for Biltmore.[2] Additionally there has long been an interest in the landscape tour of the grounds. Many sites offer self-guided tours with an accompanying brochure.[3]

Preservationists are now faced with ancillary buildings that supported the large sites functionally in their historical context, and the expectation that they will be interpreted or reused today. To reuse in this context is to *recapture an original function,*[4] perhaps with a new purpose that will also support the overall program at the site. Unused ancillary buildings can be thought of as financial burdens to a site, or worse, ignored, and allowed to deteriorate for lack of interest or use. New uses for old buildings may include conference centers, gift shops, curatorial offices, restaurants or catering facilities - to name but a few of the most obvious choices.

It is thought that the highest and best use for a building is the purpose for which it was originally designed and used. A museum interpretation of original use is a common and accepted substitute. This works well enough for houses,[5] but it falls short in a real world scenario for historic barns and other secondary buildings. The problem is inherent to many historic sites.

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[2] "Biltmore Estate: As the Century Turns", William A. V. Cecil, Jr., Chief Executive Director, Biltmore Estate. Presentation given on December 5, 1998, at American House Museums in the 21st Century Symposium held at the Athenæum of Philadelphia (to be published in 1999 on the Athenæum's web site at http://www.libertynet.org/athena/).

[3] Patricia M O'Donnell, "Relating Integrity to Interpretation" *Cultural Recourse Management* (1994 No.7): pp. 12-15.

[4] What I mean here is not the actual original function physically, but generally, as the relationship of the hierarchy of buildings on any sort of estate, that the barns and other structures are second to the main house, and serve as support for them. So it is the role of the building, rather than the specific functions that were historically performed there.

Defining the role of ancillary buildings on large historic sites is not a new problem, and currently it may not be adequately solved. It is hoped that the information gathered herein may be of some use to sites that are in the process of deciding how to make the best use of their ancillary buildings by looking at three cases where efforts have been made, and the results that have been seen thus far.

The sites for this study have been chosen for their size, two of the three being very large sites. The benefit of large sites for study is that they offer a variety of ancillary buildings. Small house museums typically have but one or two buildings and cannot offer the selection and diversity of buildings. Large sites also have a relatively greater burden of maintenance than smaller sites. With more overhead, larger sites need to be more diverse and creative to stay afloat, and may not be able to interpret all of their buildings. Ultimately the administration needs to determine what portion of the site's resources can be allocated for their care and use.

All the historic sites in this study are not-for profit corporations. This is a term with meaning to their tax status. The sites are administered by tax exempt, charitable corporations, classified by the Internal Revenue Service code as 501 (c)(3).

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[5] Granted that even a museum by its very nature is a reuse of a building. There are many convincing arguments to this effect. It is my presumption that a museum is a close approximation to an original intention.

Example One:

The first site that I examined was Historic Bartram's Gardens located in and owned by the City of Philadelphia. The site comprises 46 acres on the banks of the Schuylkill River. In addition to the main house and garden, four ancillary buildings are intrinsically associated with the property, one of which is currently being renovated for reuse as a classroom and rental facility. Other nineteenth-century barns are already used as a gift shop, an administrative center with archives, staff kitchen, and storage space.

Example Two:

The second site is Lyndhurst in Tarrytown, New York, on the banks of the Hudson River North of New York City. It is owned by the National Trust for Historic Preservation. Aside from the main house, there are green houses, a gaming pavilion, and a carriage house complex. Several other ancillary structures dot the landscape such as gate houses and a laundry, the latter being used for administrative offices. Additionally the sixty seven acres have access to the Hudson river, via a dock.

Example Three:

The third site is Shelburne Farms, a non-profit with an educational mission. This National Register property is not a museum and it has

associated business ventures. However it is still an historic site that must support itself. Shelburne Farms covers the largest area of the three sites examined here, and has the largest structures. On the fifteen hundred acres, more than forty buildings are historically significant. The major ancillary buildings include a carriage barn, a farm barn, a breeding barn, and the old dairy barn. To call them barns is almost misleading, for they are extraordinary buildings.

I will look first at the history of each site. This will entail a brief discussion of the circumstances surrounding its construction, events and persons associated with the site, and the background on how each became an historic site under the management of a not-for-profit entity. This will be followed by a discussion of the role of each site in the cultural landscape.[6]

A second component of my discussion will entail the management structures of the sites and their respective needs. A discussion of the motivations for the reuse of the structures will be augmented with an analysis of how the sites paid for the renovations, as well as ongoing operations.

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[6] The National Park Service defines a cultural landscape as: "Geographic areas that include both cultural and natural resources and are associated with a historic event, activity, or person or exhibiting cultural or aesthetic values...The various components which make up the landscape, also need to be identified in order to understand the interrelationships between them. The material components of cultural landscapes are the overall patterns of landscape spatial organization, land use categories and activities, response to natural features, circulation networks, boundary demarcations, vegetation related to land use, cluster arrangements, structures: type, function, materials, construction, small scale elements, historical views and other perceptual qualities." Robert Z. Melnick, Cultural Landscapes:

I will conclude with an analysis of the performance of the buildings. This will be based on audited financial data provided by the administration of the sites. I will also compare the ways in which the issue of conflicts of interests between non-profit status and profit ventures have been resolved.

Rural Historic Districts in the National Park System (Washington: Chadwick-Healey, 1984), pp. 28

Chapter Two: Historic Bartram's Gardens

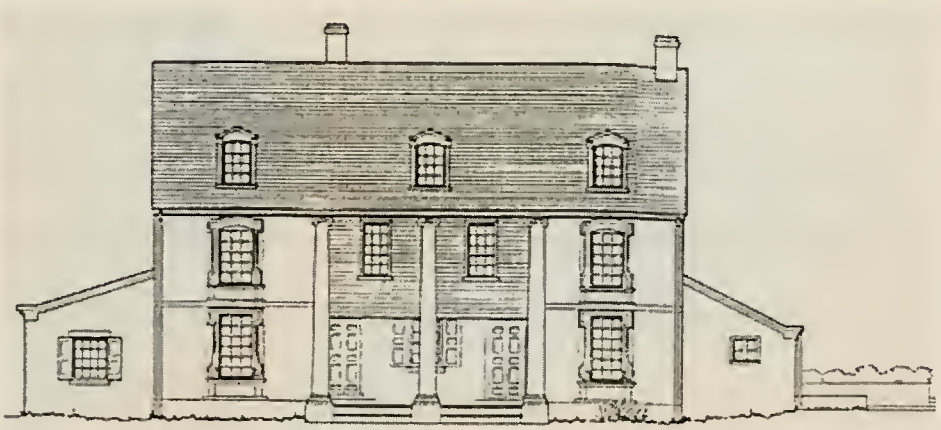

Figure 1 John Bartram House, Dagit Saylor drawing, used with permission

Historic Bartram's Gardens today represents a portion of the grounds of John Bartram's farm, including his house, and numerous barns associated with both John Bartram (1699-1777), and his son, William Bartram (1739-1823), who took over the agricultural and horticultural operations after his father's death. Historic Bartram's Garden is a National Historic Landmark, designated in 1960.[7] The land on which John Bartram planned his farm and botanical collection was part of a Swedish settlement of the seventeenth century. Bartram acquired the land with a stone house built in 1684 by the Swede, Mans Jonasson.[8] In 1730-31, and again in 1770, Bartram enlarged this house. This unusual structure remains much as it appeared at the end of John Bartram's life. The Barn (1775), Stable (1743), Carriage Shed (1743), and Seed House (1737) are the remaining outbuildings.[9] They are all built of local stone.

John Bartram was a Quaker and a botanist active between 1728 and 1777.[10] His garden was full of specimen plants and trees from his travels in North America. John Bartram's travels led him from Florida to the Adirondacks. His garden was not simply for pleasure, but was a precursor to

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[7]This designation was very early in the Historic Preservation movement in America, and predates the National Historic Preservation Act by six years. National Register of Historic Places Inventory Nomination Form, prepared by Richard E. Greenwood, August 15, 1974.

[8] The older stone house that John Bartram incorporated into his own dwelling has previously been attributed to Peter Peterson Yocum, but current literature asserts that it was built by Mans Jonasson. This according to Emily Read Cheston John Bartram 1699-1777 His Garden and His House (Ambler, PA, Johnson Press, second ed. 1953): pp. 26. The attribution to Peter Yocum is also found in the 1974 National Register Nomination.

modern nurseries. Bartram actively sold the seeds and roots of these plants to American and British gentlemen. His horticultural acumen was of such renown that Bartram was, in 1765, appointed Royal Botanist to King George III.[11] John Bartram bequeathed his properties to his children. William Bartram continued to sell seeds and roots through a catalog for a number of years, but the family legacy was not to last another generation. The estate was divided in 1814, with the house and 35 acres going to daughter Ann and her husband, Colonel Robert Carr.[12]

The Carrs left no descendants and in 1850 the estate, gardens, and defunct nursery, became the property of Andrew Eastwick. Eastwick, a wealthy railroad entrepreneur, was drawn to the gardens. He preserved the gardens and the house while building a massive mansion in the Norman style called "Bartram Hall", designed by Samuel Sloan (1815-1884).[13] Thomas Meehan, gardener under Eastwick, later a famous nurseryman, and a member of the City Council, realizing the historical and Botanical significance of the place, felt that it should be publicly owned.[14] In 1891, the City of Philadelphia bought the land from the Eastwick heirs. In 1893 The John Bartram

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[9]National Register of Historic Places Inventory Nomination Form, prepared by Richard E. Greenwood, August 5, 1974.

[10] Cheston, Bartram : pp. 4-14

[11] Cheston, Bartram: pp. 13.

[12] Cheston, Bartram, pp. 24.

[13] Plans of Bartram Hall are featured in: Samuel Sloan The Model Architect (Philadelphia: E. S. Jones & Co., 1851.) Available in reprint: Samuel Sloan Sloan's Victorian Buildings (New York: Dover Publications Inc., 1980.) Bartram Hall was destroyed by fire in 1896.

[14] Thomas Meehan was the publisher of *Meehan's Monthly: A Magazine of Horticulture, Botany and Kindred Subjects*, a Philadelphia periodical with a 12 year run from 1891-1902. Copies of this periodical are held at the Morris Arboretum in Philadelphia. In 1902, the monthly was superseded by *Floral Life*.

Association was formed to administer the house as one of the nation's earliest house museums.[15] Its membership consisted exclusively of the Bartram family. After the First World War, the association incorporated and widened the membership. In 1923 the City of Philadelphia placed Bartram Park under the jurisdiction of the Fairmount Park Commission.[16]

Bartram's Gardens in the cultural landscape represents the home and remaining gardens of the country's oldest existing botanical garden. It is also the home of America's oldest greenhouse. For these reasons and more it was recognized as a National Historic Landmark in 1960. The whole site, garden, and buildings, was put on the National Register of Historic Places in 1977. For the botanist, it is a Mecca, especially to see the famed Franklinia (*Franklinia alatamaha*).[17] Both John and William Bartram were important to the history of botany in America. The Bartrams introduced approximately 200 native American plants and propagated many more. William Bartram was the man whose illustrated journal, *Bartram's Travels*,[18] is an important volume into early American countryside, providing drawings and watercolors of native landscapes, plants, and peoples.[19] The landscape also contains the only unaltered stretch of tidal Schuylkill River bank. Bartram's Gardens is a site

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[15] Roger W. Moss Historic Houses of Philadelphia (Philadelphia: University of Pennsylvania Press, 1998): pp. 74 - 77.

[16]Bartram Park is the land on which Historic Bartram's Gardens is located. It includes all of the buildings and remaining garden areas. After The Second World War, the City converted a large portion of the park lying west of the house and garden into a housing project, Bartram Village.

[17] The Franklinea was discovered by John Bartram in Florida, and named for his friend, Benjamin Franklin. This species is no longer found in its natural habitat, surviving trees being descendants of Bartram's trees.

[18] William Bartram Bartram's Travels (Philadelphia: James & Johnson, 1791.)

[19] Cheston, Bartram: pp. 16-21.

on the National Recreational Trail system and on the Schuylkill River Trail and Bike Path.

The barn complex at Historic Bartram's Gardens is composed of four buildings. Three of these form a courtyard, the fourth side enclosed by a stone wall. The courtyard is smoothly paved in new bricks, and forms a pleasant gathering place. The fourth building positioned between the courtyard and the Bartram house.[20]

The first barn one encounters is the seed house, built of both uncoursed rubble masonry and long split stone. This building is actually three structures linked by a common roof. Built of stone, the earliest portion of this building dates from the 1750s. Adjacent to this is John Bartram's greenhouse, built in 1760.[21] This is the oldest greenhouse in America, but is not currently being interpreted. Two other spaces are attached, one of which contains an ice pit. As combined, these spaces form a single-story, four-bay building. The roof is hipped to the north, where it joins the coach house, and gabled to the south. This building is used to store gardening and maintenance equipment, provides a classroom, and a domestic-scale kitchen for both staff use and catering functions. This building was renovated in 1988

[20] Joel T Fry, "Archeological Survey of Bartram's Garden, Public Courtyard Project." Report for the John Bartram Association, March 1990.

[21] Reed L Engle for the Office of John Dickey, "Historic Structure Report on the Seed House, Bartram's Garden," Report for the John Bartram Association, April 1980.

by the Philadelphia architects, Dagit Saylor. At that time the coach house and stable were also redesigned.[22]

Figure 2 The seed house at Historic Bartram's Gardens. Author's photograph.

The second building is the coach house, which was built in two stages. The oldest portion of the building dates from the early nineteenth century. It was rebuilt and doubled in size by Eastwick ca. 1850 to house his carriages. The coach house is also made of stone. It is one and a half stories, in three bays, and houses a large meeting room in the open first floor, and an office for the John Bartram Association on the second level.

[22] Dagit - Saylor Architects, "A Feasibility Study for the Renovation of Bartram's Garden: The John Bartram Association - Philadelphia, Pennsylvania" October 1988, City of Philadelphia Historic Commission File: Bartram's Garden.

Figure 3 Historic Bartram's Gardens Stable (left) and Carriage Barn. Author's photograph.

The third building is the stable. It is also built of stone, with a frame dovecote attached to the rear. The date of construction is not precisely known, but it was extensively remodeled contemporaneously with the coach house in 1850. It is one story, rectangular in plan, two bays wide, and three bays long. This building has been adaptively reused as the gift shop.

The final building in the complex is also the most massive. It is an English style bank barn, built in 1775. The ground floor opens south, onto the courtyard, and the threshing floor and hay mows open on the bank to the north. The massive stone walls and some of the major beams of the floor are nearly all that remains of the original construction. The remainder of the

interior, including the entire roof structure, was found not to be original. This was a key factor in the plans for the current renovation.[23]

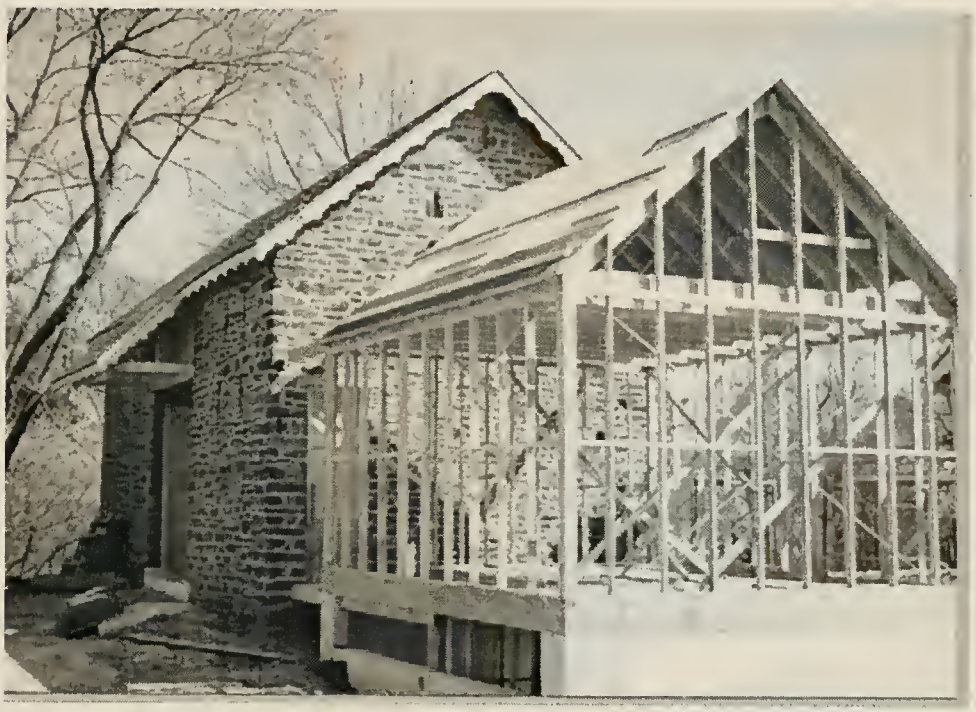

Figure 4 The Barn at Historic Bartram's Gardens showing construction, spring 1999. Author's photograph.

Bartram's Gardens has long been a site open to the public; however, it was not until 1980 that it began in earnest to become a serious museum. At that time, the City turned over the full duties of administration to the John Bartram Association. The John Bartram Association, now the official caretakers of Historic Bartram's Garden, within Bartram Park, a Fairmount Park property, work with the Fairmount Park Commission to care for the

[23] Joel T Fry, "The Barn at Bartram's Garden, An Historic Structures Report." Report for the John Bartram Association, July 1992.

land. Bartram Park was originally 102 acres, but has been reduced to its present 46 acres. The John Bartram Association, with its current director, Martha Wolf, has worked to build a one million dollar endowment and an annual budget in excess of $450,000.[24] Visitation is above average, with about 25,000 visitors a year of which there are 8000 children and 5-6000 paying adults.

In 1980, the barn complex was declared unsafe for visitors. The roof leaked, it was overrun with rodents, and the structure was unsound. In fact, the whole Park was a dangerous place. (A persistent problem has been that the site is a public park that is open twenty-four hours a day which made it subject to drug activity and vandalism.) Once the administration recognized that there were causes for vandalism - that there were no rules, no fences or signs, nothing to give visual cognizance that this was a place of order - they took action. In 1980 there was also a need to develop visitor services. This is especially important to develop a renewing constituency; the museum must constantly be reaching out. The choices were to build a new building to house offices and a visitor center, or invest in the old buildings by rehabilitating them. The former option was rejected because of limited resources, and the existence of other buildings that could be adapted. The decision was made to make use of the old buildings, and preservation was the natural outcome of the buildings reuse. The decision was facilitated by the consensus that there is

[24] In 1998, The John Bartram Association's expenses totaled $467,451. This information was gathered from the Profit and Loss Statement of the John Bartram Association, dated March 1, 1999.

little desire to "litter" the site with more buildings. Director Martha Wolf and the John Bartram Association turned to private donors and foundations for the needed one million dollars to renovate the barns.

The first round of renovations by the John Bartram Association date from 1988, the plans of which are on file at the Philadelphia Historic Commission. Plans prepared by Dagit Saylor Architects are also included in the appendix. This renovation encompassed three of the four buildings in the barn complex, the seed house, carriage barn, and stable. The decision of the architects and the John Bartram Association was to intervene but not alter the existing structure. What was created in the carriage barn was a habitable space for groups of people to congregate. The stable was made a gift shop, and the seed house, a service area and classroom. The Barn was later studied for an historic structures report where it was discovered that the roof was not original, that it had succumbed to a fire long ago, that the floor was also not original, and that only the floor summer beam and some joists and the stone work was original. [25] Nearly all that remains of the Structure from its original construction is the stonework, which remains unaltered. After Andrew Eastwick built 'Bartram Hall', he freely altered the existing ancillary buildings for his own purposes. Additionally the complex had been used by Fairmount Park for almost a century for storage of Park equipment, offices for the Park Police, and other assorted functions.

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[25] Joel T Fry, "The Barn at Bartram's Garden, An Historic Structures Report." Report for the John Bartram Association, July 1992.

National historic preservation theory as seen in the Secretary if the Interior's Standards for Rehabilitation suggests that alteration must preserve those elements that are important to the historic nature of the barn in the course of reuse.[26] The basic guideline states that if there is integrity of historic fabric, than it is not proper to alter it. The report showed the barns at Bartram's Garden's had little integrity. From this viewpoint the roof and floor, not being original, were seen as negotiable for the 1999 renovation. The roof was insulated and cedar strips installed on the interior to resemble the nailing slats from a shingle roof system, and the floor remained intact, needing only minor repair. This was felt to be just the right thing to do because almost nothing of the 18th century remained.

The barn is undergoing renovations as this thesis is written. The plans call for the barn to receive new mechanical systems, including heating, ventilation, and air conditioning, as well as a new electrical system. For the first time, the barn will have climate control. The goal is comfort, not a museum climate which might damage the original fabric. At the same time, a two-story addition is being built on the site of a previous structure. It is designed to look like a corn crib on the exterior. Its use, however, is far from agricultural. It will house modern toilet facilities that are fully compliant to the American's with Disabilities Act. (Historic Bartram's Gardens has never had handicapped accessible facilities.) The second floor of the corn crib will

[26] The secretary of the Interior's Standards for Rehabilitation, criteria 2: "The distinguishing original qualities or character of a building, structure, or site and its environment shall not be destroyed. The

connect to the main floor of the barn and house an office. The barn itself has been refinished on the interior and will offer a large gathering space.

The renovations are seen by the administration as an investment in the site to generate rental revenue from weddings, meetings, and other assorted public and private gatherings. Currently moderate sized functions tent the courtyard. Toilet facilities available to these functions are located at the main house Good toilet facilities are good for business.[27] Pragmatically it is also necessary, given the number of students who come to the site for field trips.

With the barn completed, the potential audience of children will increase from the current capacity of 8,000 to 15,000. There is a waiting list for the Bartram educational programs, and Bartram's Gardens is currently more committed to education than visitation. One of the many reasons for this is financial. There is great benefit in school group programs to a site that cannot garner a moderate admission income from adult tours. The administration asserts that Bartram's Gardens exists to provide education not horticulture. There is no current intention for the interpretation of the barn to its original function. One reason for this is that it will not always be available for tours. A second reason involves the rich history of the site; there is so much to say, and the time involved in a tour is limited to the human attention span. The

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removal or alteration of any historic material or distinctive architectural features should be avoided when possible."

[27]Current plans also include a rehab of the main house toilet facilities. They are 50 years old and are unsanitary because there are leaking sewer pipes below the concrete slab floor. To replace the whole toilet

barn complex as it survives also falls outside the significant period of time, the Bartram era, that the site interprets.

facility will cost an estimated $80,000. The administration recognizes the necessity to invest in a visitor facility and for it to be clean and modern.

Chapter Three: Lyndhurst

Figure 5 Lyndhurst, HABS drawing by T. Price and R. Ericson.

Lyndhurst, the National Historic Landmark estate designed by architect Alexander Jackson Davis (1803-1892), sits atop a bluff overlooking the Hudson River in Tarrytown, New York, within sight of the Tappan Zee Bridge. Situated on sixty-seven acres, the Gothic Revival main house holds court over the landscape and its ancillary buildings. Constructed in 1838 for William Paulding (1770-1854), retired barrister and Mayor of New York City from 1824-1829, and his son, Philip Paulding (1816-1864), who oversaw much of the design and construction of Knoll, as Lyndhurst was first known. The elder Paulding lived at Knoll until his death in 1854, his son remained there for two more years.

From 1856 to 1864, Knoll was rented as a furnished country seat. In the latter year George Merritt (1807-1873), an entrepreneur who earned his fortune by patenting and manufacturing parts for rail road cars, purchased and renamed the estate Lyndenhurst, for the linden trees (*tilia europea*) found on the grounds.[28] According to tradition, linden trees are symbolic of marriage and fidelity.[29] Merritt hired A. J. Davis to return to Lyndhurst and expand the buildings. Davis designed the addition to the main house and, it is thought, the expansion to the carriage barn complex.[30] Merritt also built

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[28] Amelia Peck Lyndhurst: A Guide to the House and grounds (Tarrytown, NY: Lyndhurst, 1998): pp. 10 - 14. The Oxford English Dictionary also defines hurst as: 1. An eminence, hillock, knoll, or bank, esp. one of a sandy nature. b. A sandbank in the sea or a river; a ford made by a bed of sand or shingle. 2. A grove of trees; a copse; a wood; a wooded eminence.

[29] J.S.A., The Language of Flowers Poetically Expressed, Being a Complete Flora's Album (New York: George A. Leavitt, Pub., 1846.): pp. 66.

[30] Peck, Lyndhurst, pp. 13

two cottages along the river to house staff, two gate lodges on South Broad Street, and a massive greenhouse.[31] The Merritt greenhouse no longer survives; it was built in the Turkish style, complete with an aviary in the towering minaret. Merritt spent the rest of his life at Lyndenhurst and, in 1880, seven years after his death, his widow sold the estate to Jay Gould.[32]

The Gould tenure at Lyndhurst would last for the next eighty one years. Jay Gould (1836-1892), a financier with a fortune from investing in railroads, shortened the name Lyndenhurst to the current Lyndhurst in 1880, and invested heavily in the estate.[33] One of the first major investments came in 1881, when the Merritt greenhouse, a wooden building, burned. Gould, also a great lover of exotic plants, rebuilt on the foundations of the old. To the Gould family, the house and grounds became a retreat, a world unto itself.

The Gould family would also add a dock on the river, a laundry building with additional staff quarters, an indoor swimming pool, and a large gaming pavilion near the river, complete with a bowling alley. At the death of Jay Gould, his children held title to Lyndhurst in common. When the youngest child reached his majority, his eldest daughter, Helen Gould Shepard (1868-1938), bought out her siblings' interest in the estate. At her death, the youngest daughter, Anna, Duchess of Talleyrand-Perigord (1875-1961), would call Lyndhurst hers. It was Jay Gould's youngest daughter who

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[31] I have included a map of the grounds from the Merritt era in Appendix B

[32] Peck, Lyndhurst, pp. 47.

[33] Peck, Lyndhurst, pp. 14.

bequeathed the estate to The National Trust for Historic Preservation in 1961.[34]

Lyndhurst's role in the cultural landscape is less entrenched in early American history than Historic Bartram's Gardens, but speaks rather of the middle period of our country's development. The house is a reflection of wealth of the 1830s and of the period after the Civil War. The grounds are a reflection of an æsthetic developed by Andrew Jackson Downing, known for his romantic or natural style of landscape gardening. The execution of the landscape is due in large part to a master gardener Ferdinand Mangold (1828-1905). Mangold oversaw the landscape of Lyndhurst from 1864 until his death forty-one years later.[35] Lyndhurst, like Bartram's Gardens, has been recognized as a National Historic Landmark.

Lyndhurst is one of nineteen historic sites owned by the National Trust for Historic Preservation. The current director of the site, Susanne B. Pandich, has held the position for more than a decade. As director of the site, Ms. Pandich is responsible for generating the full budget; Lyndhurst receives no funding from the National Trust.[36] Lyndhurst is run on a so-called zero base budget system, where the strict aim is to have neither a profit nor a loss in a fiscal year, but to have revenue exactly match expenditures. This is done with much fine tuning and management of the one million dollar annual

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[34] Peck, Lyndhurst, page 48.

[35] Peck, Lyndhurst, page 49.

[36] The Trust does hold the Lyndhurst endowment, relieving the director from the responsibility of investments and the decisions of how much to withdraw in a given year. The National Trust dispenses between 4 and 6 per cent per year, depending on economic conditions.

budget. There is a general visitation at the site of 80,000+ persons per year, 90,000 for all combined programs. Of the 80,000 visitors in 1998, seven thousand persons were guests at weddings and receptions, and forty-five thousand persons were visitors to special events held on the grounds, leaving less than thirty thousand visitors coming specifically to tour the house and grounds. Four thousand, or 5% of the visitors, were organized school groups. Lyndhurst employs nine full time, and thirty part-time, staff year round, as well as a large number of volunteers. A combined membership exceeds 1200 individuals and corporations.

Without the apparently deep pockets of a large national association, Pandich has been creative in ways to finance operations. This creativity concerns the adaptive reuse of the carriage barn as an educational and catering facility. With the aid of some tough fundraising, Lyndhurst was able to raise $950,000 of the $1,250,000 necessary to complete the renovations. (An additional $150,000 was spent by the caterer to equip the restaurant.) The remaining $300,000 came from a loan[37]. What the site would gain for this expenditure was a place for people to eat while enjoying an afternoon at Lyndhurst, as well as a mid-sized catering facility for income-producing functions such as weddings.

[37] This loan came from the National Trust and is subject to principal and interest for a term of ten years. Payments to principal and interest total $40,000 annually.

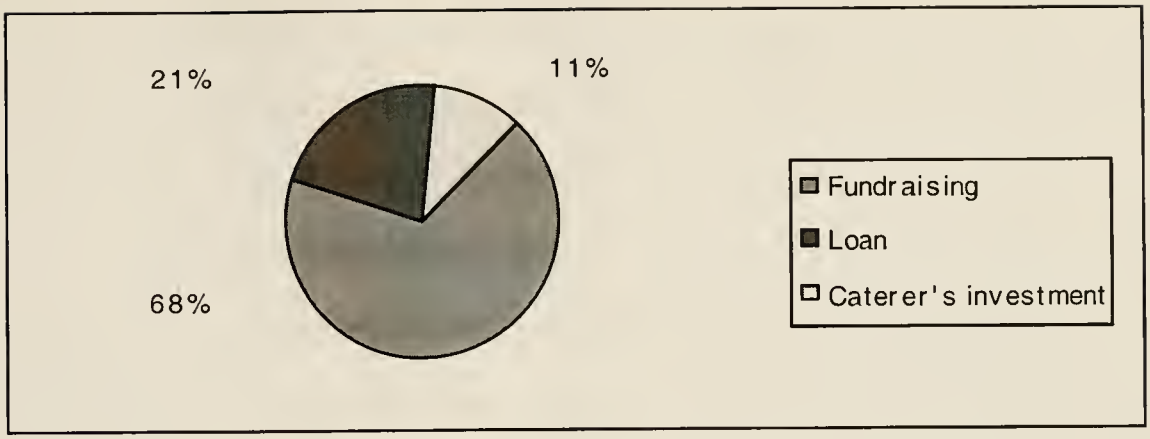

Figure 6 Funding sources for Lyndhurst Carriage Barn Renovation

Since its restoration in 1994, the carriage house has been very successful. Each year it has been operational, it has increased revenue. The carriage barn together with the other renovated barns, enable many new programs: lectures, concerts, seminars, photo exhibits, video presentations, a gift shop, orientation area, handicapped accessible toilet facilities, and a café. All of these add to the visitor experience, several produce income.

The food service at Lyndhurst is provided by an outside caterer. The administration contracted out this service. This caterer gives the best quality service to the visitor, and the site avoids getting entangled in the restaurant business. The first contract caterer was secured before completion of the building. Lyndhurst produced a contract that was favorable to the caterer to assure his success. A special consultant was hired to aid them in the selection and monitoring processes. The five year introductory contract is now expiring, and Lyndhurst has drawn up a new RFP for catering services.[38]

[38] A draft copy of the RFP is included in the appendix.

With a strong track record and proven profitability, Lyndhurst is in a better position to negotiate more favorable terms. It is hoped the new contract will ensure an additional $50,000 or 25% more income annually.

Catered functions are charged at a per person rate of at $90 - $125. Together with site rental fees, this translates to $125,000 to $150,000 per year to Lyndhurst. Under the previous contract, the caterer pays 75% of heating and electric costs of the shared building. The new contract calls for total utility payment. The caterer is in charge of the janitorial needs, and Lyndhurst is responsible for overall maintenance. Rental of the barn is on a sliding scale, negotiable under certain circumstances. The site administration has identified the target audience as higher income elite. The contract calls for 10% of catering revenue, which combined from site fees has a guaranteed minimum of $100,000. Since 1994, Lyndhurst has seen between $125,000 and $150,000 per year from this arrangement. It was necessary to have a catering consultant audit the caterer. The average wedding at the site has between 125 and 150 people. The carriage barn can accommodate 150 persons in three rooms; additionally, the courtyard can easily be tented for larger gatherings. The conscience decision to go for the high end of the market was done to yield high income with fewer events. This maximizes income and reduces wear on the buildings.

Figure 7 The carriage house at Lyndhurst has modified into its non-interpretive, revenue-generating center. It was restored to serve a dual purpose of food service and as the Heritage Education Center. Author's photograph.

The greenhouse at Lyndhurst is also slated for renovation and reconstruction. This will become a National Trust "Heritage Plant Center." It will also feature a restored Palm Court, a large open space that would be available for private rental use. Ornamental plantings were always a big part of this property; the Merritts and the Goulds cultivated plants of all varieties. The Goulds brought to the property 9 or 10 varieties of trees that are now rare. The proposed propagation center will specialize in ornamental shrubs and trees such as old varieties of apple trees not commonly available. It is intended to propagate and sell historic plant species grown off site in commercial greenhouses. A relationship like this outsourcing is the favored

method for Lyndhurst. It ensures quality from expertise and insulates the site from the risks of starting a new business venture. The planned full restoration is estimated to cost $7,000,000

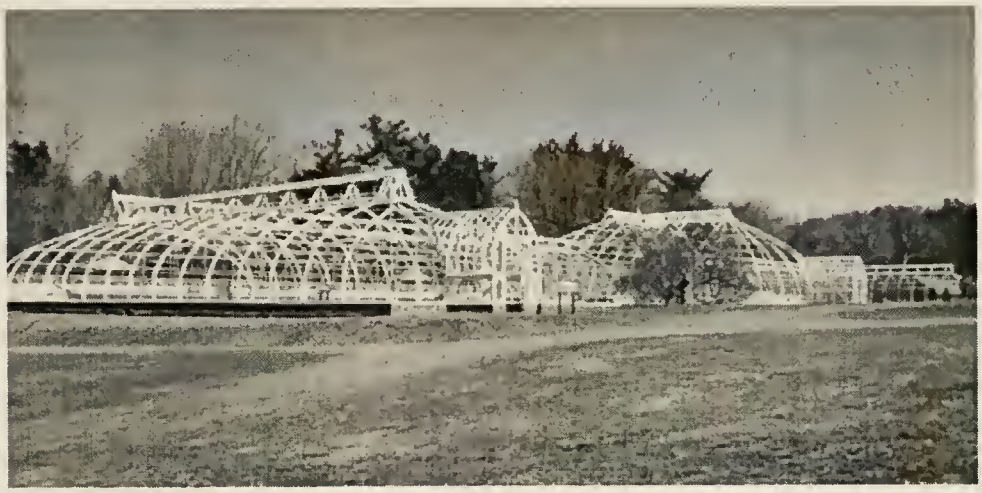

Figure 8 The Greenhouse at Lyndhurst. Author's photograph.

For a model, Lyndhurst looked to the historic garden at Biltmore where Ms. Pandich was once curator. As with Biltmore, Lyndhurst will select what they will grow with the contract growers. The greenhouse will become preservation plant center, not a botanical garden. The wedding market in the coach barn drops in wintertime, and opening the palm court in the greenhouse could generate rental income for the off season, helping to balance out bookings. Additional support for the operating expense of the building may be had with corporate sponsorship of a preservation plant center. All plans are being made with a consultant, "White Flower Farms"

from Connecticut, to ensure the project's success. Before the transformation of the greenhouses begins, more detailed market studies need to be done. Lyndhurst desires a unique niche in its market, without overlapping species sold in the nurseries of the area.

The Gaming Pavilion, or bowling building, was built in 1894. Its restoration will be pure preservation, to reproduce it exactly as it was. The motivation is for programmatic reasons, not revenue-producing. Its completion will add to the visitors experience. There will be an audio tour for the landscape and the bowling alley. Susanne Pandich envisions croquet parties and other passive uses - no bowling.

Figure 9 The Gaming Pavilion at Lyndhurst overlooking the Hudson River, undergoing restoration spring, 1999. Author's photograph.

The dock project will be undertaken with Transportation Equity Act (TEA-21) funds, through the Transportation Enhancements Program. Tea-21 authorizes federal-aid transportation funding for the six year period, FY 1998 - FY 2003.[39] These funds are intended, among other things, to allow sites access to the Hudson, as a mode of transportation. Currently access to the Hudson River is a heated political issue in state politics. Lyndhurst is one of twelve sites in the Westchester County which has the political support for access to be made. New York Waterways - a tour boat company - is one of three which will be supporting the application, as will be state representatives who are needed to sponsor the project. The operative theory is that "if you build it they will come." Mount Vernon is the model for the dock. That site currently gets 50,000 visitors annually through water access. Personal watercraft, and tour boats of up to four hundred visitors a day arrive at George Washington's home.[40] Lyndhurst expects a maximum of twenty thousand people per year from their dock. The math is simple: figure an admission of $6. per person ($120,000); additional gift shop sales ($ 40,000) ; food revenue ($ 20,000). This adds up to a total additional revenue of $180,000

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[39] The Transportation Enhancements Program funds ten eligible activities in the following four basic areas: 1) bicycle and pedestrian facility development, 2) scenic beautification, 3) historic preservation, and 4) environmental protection. A modification of the old ISTEA, TEA-21 expanded the categories of Transportation Enhancements within the Environmental Protection category. Newly eligible are safety education activities for pedestrians and bicyclists, establishment of transportation museums, and projects to reduce vehicle-caused wildlife mortality. Provision of tourist and welcome center facilities is specifically included under the already eligible activity "scenic or historic highway programs." (http://www.fhwa.dot.gov/tea21/sumenvir.htm as updated on July 15, 1998.)

[40] The claims of visitation were asserted by Pandich in our interview. On a recent visit to Mount Vernon, these numbers were confirmed by an employee at the Mount Vernon Dock.

which can fund the additional employees and enhance visitor satisfaction. The project is expected to cost $2,000,000 - $2,500,000 and will include a replacement rail road bridge, elevator, and a new cement dock.

Figure 10 The Dock at Mount Vernon allows boatloads of visitors to arrive *via* the Potomac River. Author's photograph.

Chapter Four: Shelburne Farms

Figure 11 Plan of Shelburne House by Robert H. Robertson, 1899.

Shelburne Farms is the estate created in the late nineteenth century by Dr. William Seward Webb (1851-1926) and his wife, Lila (Eliza) Osgood Vanderbilt Webb (1860-1936). Located in Shelburne, Vermont, on the shore of Lake Champlain, the working farm once encompassed four thousand acres along six miles of shoreline. Today a 1500 acre core of the estate is owned by the non-profit Shelburne Farms Resources, the brain child of the great grandchildren of Lila Vanderbilt and W. Steward Webb. The Farms, as it is sometimes called, is a consolidation of thirty-two smaller farms acquired by the Webbs in 1885 and 1886. This was financed primarily from an inherited ten million dollar from the estate Lila Webb's father, William Henry Vanderbilt, in 1886.[41] This made possible the modern experimental farm Dr. Webb had been planning for some time. The farm was technically advanced for its time and location. A power plant generated electricity for the house and farm buildings and all were linked by telephone, systems the nearby town of Shelburne could not provide.[42]

When it came time to build, architect Robert H. Robertson (1849-1919) was contracted.[43] Robertson had a career designing rail stations, a definite advantage when working for Vanderbilt money. A temporary cottage

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[41] William Henry Vanderbilt's total estate was worth in excess of $200 million. Lila Webb's $10 million was small with consideration to the whole, but it is said that the state of New York operated on about that amount in a year. Joe Sherman, The House at Shelburne Farms (Forest Dale, Vermont: Erikkson Press, 1986): page 11.

[42] Shelburne Farms Resources, National Historic Landmark Nomination, 1998: page 17. Note: The nomination for National Historic Landmark status has not been approved. A copy of the form is located in the files of the Vermont State Historic Preservation Office, Montpellier, Vermont.

completed in 1888, in the shingle style, was built on the shoreline, with the intention that a larger mansion would follow in a few years on another part of the estate.[44] As it happened, Dr. W. Steward Webb was more interested in the farming aspect of the estate, and pored the greatest effort into the barns of the property. In 1899, a more permanent house was built onto and around the temporary one. Robertson was kept busy designing a large number of buildings on the consolidated estate. There are gate houses, workers housing, and four spectacular barns. There are also many specialized farm buildings designed by Robertson representing the work of a decade.[45]

Foremost of the major barns at Shelburne Farms is the so-called Farm Barn, completed in 1890. It is an enormous structure four hundred feet long with wings two hundred and sixty feet deep enclosing a two-acre courtyard. The wings terminate in huge cylindrical towers with conical roofs. It is constructed with a redstone foundation, and the first level is cedar shingled-on-frame above with half timbered gables. Originally built with a cedar roof, the Farm Barn now has a new copper roof. The major portion of the barn rises five levels surmounted by a clock tower. The central section housed horse stalls, hay lofts, and granaries. The wings originally housed the farm offices,

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[43] Sherman, Shelburne : page 24.

[44] The house in the popular shingle Style resembled the work then produced by the firm McKim, Meade, and White. I believe that Robertson, in treating the exterior, may have been influenced by the Watts Sherman house (1874), Southside (1882-1883), and the Low House (1887), all of which are located in the Vanderbilt sphere of Newport, Rhode Island, or within a stone's throw away.

[45] Robertson designed Shelburne House cottage in 1887, and the Coach Barn in 1901, working on the other buildings between. National Historic Landmark Nomination Form, page 4

Figure 12

The Farm Barn At Shelburne Farms. This building was designed by Robert H. Robertson in 1890. It is five stories high and encloses two acres in its courtyard. Historically it housed shops for blacksmiths, carpenters, farm offices and other farm related spaces. It also provided for eighty teams of mules and horses. Shelburne Farms Resources uses it as a base for its cheese making, its corporate offices, educational programs, as well as leasing space to a carpenter and a baker.

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a blacksmith shop, carpenter shop, repair shop, and other farm-related spaces.[46]

The second major barn is the Breeding Barn, best described by its expansiveness. At the time it was built in 1891 it is thought to have been the largest single span, free-standing building in the United States.[47] Its primary space, an enclosed exercise rink, is large enough to play polo in. There is also a wing of horse stalls for the Hackney horses Dr. Webb was breeding from the 1890s through the 1910s.

Figure 13 The Breeding Barn. This barn was designed by Robert H. Robertson in 1891. Its exterior block measures 420 feet by 108 feet. The main space of the barn was used as an exercise rink for the three hundred horses once stabled there. Author's photograph.

[46] National Historic Landmark Nomination Form for Shelburne Farms 1998, page 6.

Associated with the Breeding Barn is the fourth major barn, the Old Dairy Barn. It was built contemporaneously with the former barn. It housed dairy cows from the turn of the century until 1952 when the new Dairy Barn was constructed elsewhere on the estate. Since the construction of the new barn, the old barn has been used for sheep, cattle, and storage. As of January 1999, it was being used to season board timber from the estate's saw mill. Shelburne Farms Resources has plans to develop this building into a residential facility, to be described in a later section of this thesis.

Figure 14 The Old Dairy Barn at Shelburne Farms.
Author's photograph.

[47] National Historic Landmark Nomination Form, page 9.

The forth barn is the Carriage Barn. Completed in 1902, and located a short distance from the main house, it is a cloistered building with a paved courtyard in an English-inspired brick and half-timbered style. A slate roof covers the building, and a second clock tower still keeps time for the estate. Large enough for Dr. Webb's eighty carriages, the barn also provided space for the carriage horses, tack rooms, and a dormitory for some of the farm workers.

Figure 15 The Coach Barn at Shelburne Farms, from the courtyard. Author's photograph.

Shelburne Farms is the only site selected for this study that is not a designated National Historic Landmark. It has applied for this special status, but has not (as of May 1999) been approved. It is said that the collection of

barns at The Farms is the best in the country.[48] It is certainly unique in its size, and completeness.

Shelburne Farms is a historic site; it is not, however, a museum. It is an educational center. The primary goal of Shelburne Farms is best described in their mission statement:

> Shelburne Farms is dedicated to cultivating a conservation ethic in children, young adults, educators, and the general public. We do this by teaching stewardship of natural and agricultural resources; demonstrating rural land use that is environmentally, economically and culturally sustainable; and caring for and sharing an historic landmark of exceptional natural and architectural beauty.[49]

The Farms are owned by Shelburne Farms Resources, Inc., a non-profit established in 1972 to begin education programs on the estate, then still privately owned. The non-profit took legal title to the property in 1986, upon the death of Dr. and Mrs. William Seward Webb's grandson, Derrick Webb. At that time, as a private estate, the farm operations were loosing about $100,000 per year. Shelburne Farms Recourses is still young as a non-profit corporation. It has spent the past decade establishing itself and restoring its buildings. It is now making the transition to building a stronger, more financially secure, corporation. Information from financial records contained in its Long Range Plan indicate a 0.5 capitalization. A more detailed explination of this will be covered in the last chapter of this thesis. For a non-profit, endowment income is one of the most valuable. Endowment allows

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[48] An affirmation attributed to Richard Moe, president of the National Trust for Historic Preservation, upon visiting the farms. Alec Webb, interview by author, Shelburne Farms, March 9, 1999.

for predictable income, and security. The coming decade will see Shelburne Farms Resources building the endowment.

Alec Webb, President of Shelburne Farms Resources (SFR) granted the author an interview on March 9, 1999. Shelburne Farms Resources began the Herculean task of transforming an aging farm into a modern facility that would be self sustaining, as the estate's "golden age" had long passed. Early decisions were made to ensure the survival of the farm intact. In 1994 the core of the estate was reunited by the purchase of the parcel known as Southern Acres from the Shelburne Museum for $500,000. The rehabilitation started with the house which was transformed into an inn. This served the dual purpose of raising cash from rentals, and bringing people to the site. This step was the pin on which the whole master plan hinged. It was necessary to get an influx of cash into SFR because it was financially shaky. A $1,400,000 renovation to the house was undertaken in 1987. It was completed without any state or federal money, being financed by private foundations. An account of the actual renovation is well presented by Joe Sherman in: *The House At Shelburne Farms, The Story of One of America's Great Country Estates.*[50] To maintain its status as a not-for-profit entity, a for-profit unit was created that leases the house and Coach Barn and supports the activities of the house. This eliminates a conflict of interest in the administration of SFR.

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[49] Megan Camp, "Shelburne Farms Long-Range Plan", as amended August 29, 1998.
[50] Joe Sherman The House at Shelburne Farms, the Story of One of America's Great Country Estates (Forest Dale, Vermont: Eriksson Press, 1992): pp. 84-92.

Shelburne Farms has, as stated earlier, the Farm Barn, Coach Barn, Breeding Barn, and Old Dairy, as their major ancillary structures. The Farm Barn was the second structure to be utilized for the overall site's benefit. It had, unlike the house, always been occupied. In 1986, when property was transferred to the non-profit, it was in rough shape. The approach taken by the managers to solve the preservation problems of Shelburne Farms was to look at what was going to fall down first, and apply the most effort there. A parallel between generations followed from Dr. Steward Webb to his great grand children. As the elder Webb was willing to sacrifice the main house in favor of the barns, so too did the new generation. There is a bigger investment in the barns than in the house. There are letters to the architect that indicate that if there needed to be cutbacks, do it on the house and go all the way with the barns.[51] Major savings from the partial demolition of a wing of the Big House saved capital for the rescue of the ailing Farm Barn. An unusual circumstance in the schema of great country estates, the big house is not a "special" building, unlike the four barns. In the case of Shelburne Farms, the traditional roles of the hierarchy of structure is reversed, and the house is, and has always been, secondary to the barns. The Inn at Shelburne Farms supports the activities of Shelburne Farms Resources, the educational entity utilizing the landscape and buildings.[52]

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[51] Alec Webb interview.

[52] The Inn At Shelburne Farms is the for-profit entity that runs the operations of the house.

Operating revenues from the Inn are good, but not enough to pay for capital needs. The answer for now is to increase income, decrease expenses, and raise endowment. In fiscal year 1997, SFR ran a deficit of $78,000. The figures for fiscal year 1998 show a $72,000 profit, but this figure is deceptive, the 1998 surplus did not cover depreciation expenses. An analysis showed the managers that they need to raise $150,000 in new endowment funds annually to be healthy.

The Farm Barn renovation in 1993 provided the center for school programs, cheese making operations, children's farmyard, administrative offices, a bakery, a wood shop, and storage. The renovation started with a campaign to build education and visitor programs. There was no hope of return on the investment, just the need for stabilization and maintenance. Mark Tierney is the architect in charge of the renovations of all of the buildings at Shelburne Farms. He has been working with the Historic Preservation Department at University of Vermont for technical assistance.

Stabilization of the foundation and installation of a new copper roof on the Breeding Barn were carried out in the summer of 1997. It would have been impossible to undertake the project on the Breeding Barn were there not two $500,000 grants for the new roof. Soon the rest will follow: rest rooms and seasonal functions that are agricultural or cultural such as meetings of the carriage association of America, cattle auctions and growers meetings where an indoor space of this vastness is desirable. The goal is unlike the

Coach Barn, where heavy use generates income, but to underutilize the Breeding Barn. It may not be possible to net any profit from its use. It is envisioned that from May to October cultural activities like musical or theatrical performances will take place once or twice a week

The old Dairy Barn will also be renovated in the next few years. It is intended to work in conjunction with the Breeding Barn. It will be more oriented toward family programming, and it will enhance the existing programs by extending the participant's time to more than one day. This year round facility will be used for housing and a cafeteria. Expected revenues are modest. Projections forecast the operating expenses to be met, but the projects could not be financed by this revenue. The renovation costs will be difficult to raise, but necessary when one weighs in the needs of survival of the site.

The Coach Barn at Shelburne Farms has been adaptively used to serve the site by generating rental income. Site rentals are direct income without wear and tear to the main house. The building has many elegant spaces that lend themselves well for large gatherings of people. SFR, in reusing the building, added a catering kitchen to the building that allows pre-prepared foods to be heated, and the dish ware to be washed. It does not have a full cooking facility. The space provided indoors is augmented by a spacious courtyard. The building has seen net profits range between $5,000 and $80,000 between 1987 and 1998. Income has always been assured, but it has not been predictable. The official goal of SFR for the Coach Barn is: "To enable

agricultural, cultural and environmental groups to convene in an inspiring setting."[53] Frequently it is not these groups that use the inspiring setting, instead, up to 12 big weddings a year have been held at $5,000 per event. The board of directors wants to continue this profitable trend, but Alec Webb does not see the weddings as part of the mission of Shelburne farms

[53] Camp, "Long Range Plan", see Appendix C.

Chapter Five: Conclusions

A full analysis of the effects of the reuse at these three sites is difficult to ascertain. There have been many variables in funding and not many constants. There have been three inherent problems unveiled in the process of researching this thesis. First, Historic Bartram's Gardens has yet to feel the economic effects of its adaptive reuse of the barn, as it is not yet completed. Second, Lyndhurst has a complex financial stratification involving the National Trust for Historic Preservation. Third, Shelburne Farms Recourses has been built on the adaptive reuse of its ancillary buildings, eliminating a comparison of "before and after".

In looking at the three sites, I have seen three different approaches to financial management. Historic Bartram's Gardens, managed by The John Bartram Association, has opted for progressive growth; their philosophy seems to be: "If you ever stop swimming, you will surely sink." Lyndhurst, as a National Trust property, would be expected to be more conservative, but the management is aggressively creative and plans on a larger scale. The operative philosophy at Lyndhurst seems to be: "The money is out there, and people love us, we just have to accommodate them." The philosophy at Shelburne Farms Resources is also different. The Webb family seems more idealistic, and has always followed a vision. This can best summerized as: "The future is defined by the children, let us help them see how to be good stewards of the land for their future." In the Shelburne philosophy, the

buildings are a means to the educational goals. They are also treated not as fragile objects, but as tools to be well cared for and used.

How each of the sites and their mangers have used their ancillary buildings is a reflection of their operational philosophy. Historic Bartram's Gardens is blessed with an energetic group of people leading the way, with popular programs and a well developed landscape, as well as an interpreted eighteenth century home. They are doing this in an area off the beaten track for most of Philadelphia's tourists. The site is, in fact, located in an area that many tourists would be hesitant to visit, because of perceived danger from the surrounding neighborhood.

The issue of conflicts of interest in the not-for-profit historic sites and the revenue generating ventures have likewise been resolved in different ways. Each is also a reflection of the philosophies of the managers.

All income in the not-for-profit sector can be grouped into one of two basic categories. The first category is contributed income; also called Public Support. Public Support income is *contributed* to a non-profit without the exchange of goods or services. Donations, grants, endowment income and government funding are all Public Support. The second category of income is Earned Income. This is income like that of the business sector. Sources of Earned Income include membership fees, admission fees, rentals, facility rentals, sales, and income from for-profit subsidiaries.[54]

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[54] Jed I. Bergman, Managing Change in the Nonprofit Sector (San Francisco, Jossey-Bass Pub., 1996): pp. 140 - 157.

Historic Bartram's Gardens has not developed an earned income base. This demonstrates the caution most historic sites take, not to get too involved in business beyond the strict mission statement. There seems to be a point in the development and popularity of a site where it becomes necessary for visitor services to include things such as a snack bar or restaurant. Historic Bartram's Gardens is not there yet which probably reflect its relatively modest attendance.

The Lyndhurst approach is to delegate. Bluntly stated, they are not in the business of making sandwiches, but they want to benefit from the use of the building, which also greatly adds to the visitor comfort. What they have done is to contract out for a caterer. Such out-sourcing reflects the attitudes of the administration. This has multiple benefits. First, the quality of service is improved. Second, the contract with the caterer guarantees income to cover the associated costs of the building. Third, Lyndhurst maintains a lower income and expenditure because the finances associated with the caterer are not on their books. This improves the appearance of Lyndhurst's ratio of earned income and contributed income, which may be important for securing grants.

The administrative goal at Lyndhurst is to get the site to the point where it is impossible to see it in an hour, that you spend three hours, see it all, and eat in the café, and shop in the gift shop. There is constant motivation to create a more interesting visitor experience with a diversity of

things to see and do. Lyndhurst will eventually have three sites that generate income for the museum: the carriage house, the proposed greenhouse, and the proposed Hudson River dock.

It became clear that the longer visitors physically stay on the property, the greater the market for income-producing side ventures. Lyndhurst has attempted to make a typical visit last more than three hours. It is at this point where humans typically will indulge in whatever you can offer them. If you have a gift shop they will buy, if you have food they will eat, certainly they will want rest room facilities. Like Martha Wolf at Historic Bartram's Gardens, Pandich thinks it very important to have good toilet facilities. With regard to the marketing of historic sites, Pandich has one last thought: "After 25 years in the museum field, word of mouth is the most important [marketing], tool for a historic house."

The solution for Shelburne Farms was to create within itself another entity, The Inn at Shelburne Farms. The Inn at Shelburne Farms is a for-profit corporation that leases the spaces within Shelburne Farms. Although owned by a non-profit corporation, it is able to use the buildings to make profit. It is a complex relationship. Shelburne Farms Resources has a working corporate structure but the relationship between the for-profit and the not-for-profit enterprises needs streamlining. Steps are currently being taken to divide the boards to run more independently. This will benefit both ventures. For the agricultural stewardship goal, decisions will not be diluted

by business interests, and, on the Inn and Coach Barn front, they will benefit from the business expertise of their specialized board. This will allow board members to more effectively promote the charitable interests of the site rather than be encumbered by financial obligations to it. For Shelburne Farms, keeping the Inn and Coach Barn "in house" means that they do not need to rely on third parties to provide visitor services. Secondly, because the collections of the Inn -such as books and Webb family furnishings - are fragile, they are able to more easily incorporate curatorial staff into the Inn than if it were staffed with an out-sourced labor force.

The future of the site will see SFR invest more into maintenance of the collections, buildings and landscape. Curatorial expansion would enable protection of the library and other fragile objects in the house. Many of the electrical systems need upgrading, and miles of macadamed roads of the estate need repair.

The first thing that I learned from the interviews with the site administrators is that the use of the buildings for revenue generation is not an absolute gold mine. It has been profitable for all of them, with the caveat that they did not (with the partial exception of Lyndhurst) pay for the costs of construction themselves. The capital costs were primarily derived from grants.

Looking at the following graphs, the sites have seen varying levels of success with their use of the buildings for the generation of income.

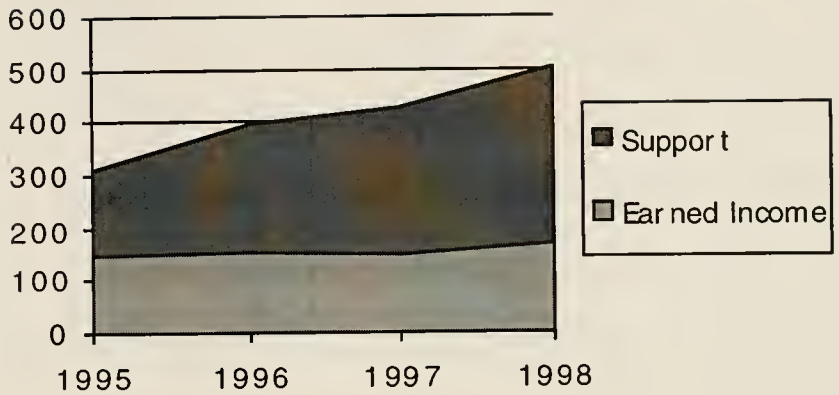

Figure 16 John Bartram Association Income (thousands) by class 1995-1998. Source: JBA audited financial statements.

Even at first blush, two things are evident in the John Bartram Association's income. First, it has been steadily increasing over the four year period for which documentation was available. Second, the most dramatic increase has been in the public support category. This is a very positive indication of their commitment to public funding, and their success in attracting grants. Between the years 1995 and 1998, public support nearly doubled. The John Bartram Association has been growing steadily since the 1980s; their income and expenditures have been increasing at a strong pace. However, there has been very little growth with respect to site rentals. Rentals have accounted for between 2% and 5% of income. This has been due to two reasons. First, since the paving of the courtyard between the barns, this has been the primary space for functions. Therefore, its use has been

restricted to months where it is pleasant outside. Most functions use a tent in this area to insure against inclement weather. A shortfall of the space has been a lack of toilet facilities within close proximity. This issue is addressed in the current Corn Crib renovations. The second reason Bartram's Gardens has not had many site rentals has been the passive role it has taken to market itself. This is expected to change with the completed barn, affectionately dubbed 'the chapel' by the current director in anticipation of future rentals.

There are difficulties in comparing contributed income and earned income at Lyndhurst, but the trend one would expect to see is that the earned income would rise. Lyndhurst is not an independent historic site. The site is owned by the National Trust for Historic Preservation, and their finances are somewhat intertwined. Independently Lyndhurst is building both contributed income and earned income. Ms. Pandich suspects that the earned income is growing at a faster rate than is public support. Public support is more difficult to secure at historic sites at the moment. One of the few federal grants that supports operating funds is given by the Institute of Museum and Library Services (IMLS).[55] It is applied for on an annual basis. Lyndhurst has been successful in receiving IMLS grants, but not always. The ratio of public support to earned income has more to do with success in grant acceptance and large one time gifts whose arrival is erratic and unpredictable. Another cause for difficulty in procuring public support is due to the cut in federal funding for the arts and humanities in the past several years.

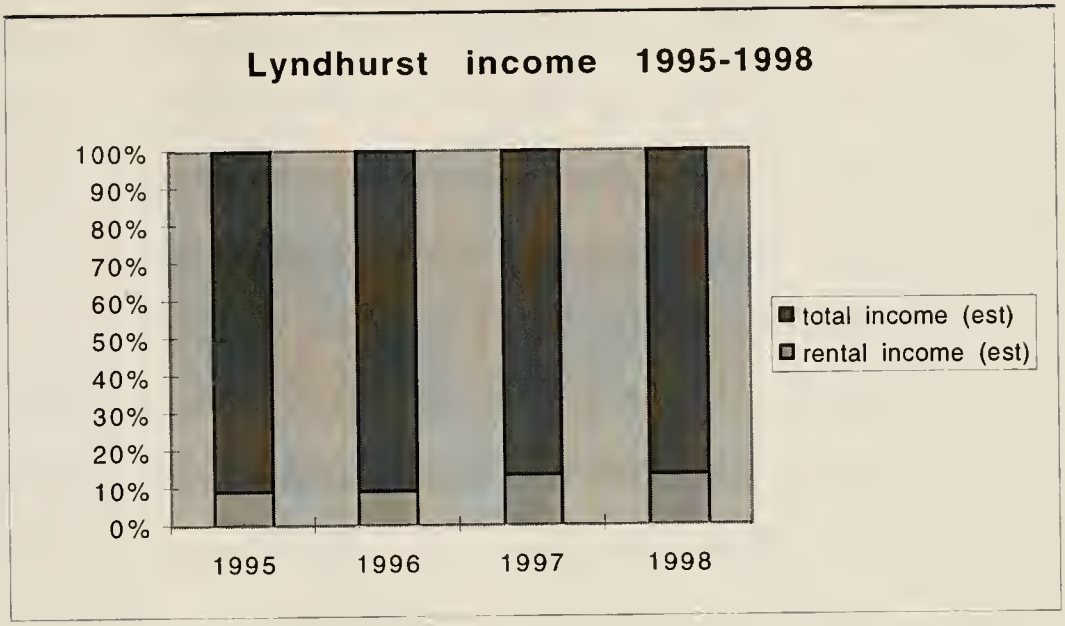

Figure 17 Lyndhurst total income, and percentage from site rentals from the Coach Barn, including the site's share of the contract caterers net.

The exact financial status of Lyndhurst was not shared. However, based on the generalized information given, this chart is fairly accurate. The annual budget is assumed to be a constant one million dollars, as indicated in the interview with Ms. Pandich. The rental income has been inferred from figures located in the RFP provided. We can see a growth in income over four years from roughly 9% to 12% percent of overall budget. The $40,000 annually required to accommodate the payments on the construction loan are not included in these computations.

It might be argued that investment of capital costs in an endowment might be a more certain source of income. However, it is likely that the

[55] IMLS has a homepage at http://www.imls.fed.us/

programmatic enhancements outweigh economics; that the enhancements bring more people to the site. But the Lyndhurst lesson is that it is not possible to pay for construction costs and amortize a loan from revenue from the site renovation. This sentiment was echoed at all the sites. It is necessary to have most, if not all, construction costs furnished from grants and donations, not debt. Lyndhurst took a risk in assuming debt to expedite the construction of the carriage barn facility. This was mitigated by two factors. First, the borrowing was internal; it came from the National Trust and not a commercial lending source. Second, extensive market research indicated that demand would be immediate. Susanne Pandich cautions that before assuming a loan, it is important to conduct a marketing study that looks realistically at a site's potential. Lyndhurst's own studies prior to renovation of their carriage complex indicated that the lack of facilities were reducing visitor comfort and reducing income potential. It is altogether possible for a site to be in worse shape financially *after* reusing a building for non-programmatic purposes, than before. Even if the capital costs were wholly covered by grants, maintenance costs can increase dramatically. Utility costs can also rise beyond expectation.

From the perspective of Biltmore - run by Vanderbilt cousins, and still owned privately - Shelburne Farms is a failure. To the Biltmore staff, turning non-profit is a mark of defeat. Alec Webb lives in fear of his site becoming a Biltmore, where the profit motive takes hold, and there is no charitable focus.

He is wary of too many business-oriented people on the board of the not-for-profit side of Shelburne farms. Shelburne farms is a place that people enjoy, but is a curator's nightmare. The curator is trained to ensure at all costs the preservation of the objects placed in their care. Shelburne Farms uses everything they have. Depression - era farm trucks are still seen driving the grounds. The Inn makes use of the family furnishings, the library still contains Dr. Webb's books, and the shelves are open to guests of the Inn. The administration's philosophy about the property is to take as good care of the collection as can be done, but to use it. Not to use it defeats the purpose of saving it in Alec Webb's mind. Saving Shelburne Farms intact has always been a motivation for the great-grand-children of Dr. Webb, who see the interplay of history, architecture and landscape that makes this a special site.

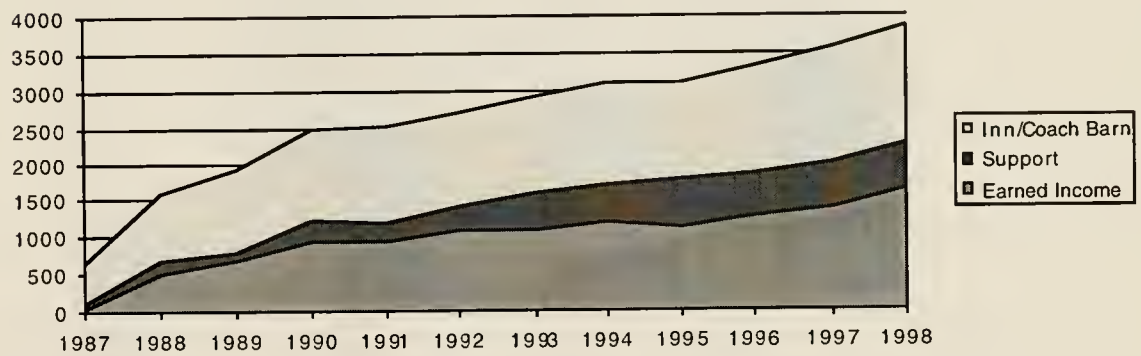

Figure 18 Shelburne Farms Resources Income (thousands) by class 1987-1998. Revenue from the Inn and Coach Barn is a subset of Earned Income, but is derived from the for-profit enterprise, The Inn at Shelburne Farms.

Since 1987, when Shelburne Farms first came under the management of Shelburne Farms Resources, income of all kinds has grown. Public support is a relatively small portion of income as a whole, but it has been steadily on the rise, both in dollars and in percentage of income. Earned income has been, as is the case with Lyndhurst (not graphically represented), been increasing at a faster rate than public support. At Shelburne Farms the income derived from rental of the Inn and Coach Barn can act as a temporary substitute for a weak endowment. Site rentals can be seen as legitimate uses for the buildings, as they keep them in good shape, add to visitor experience, and can generate revenue.

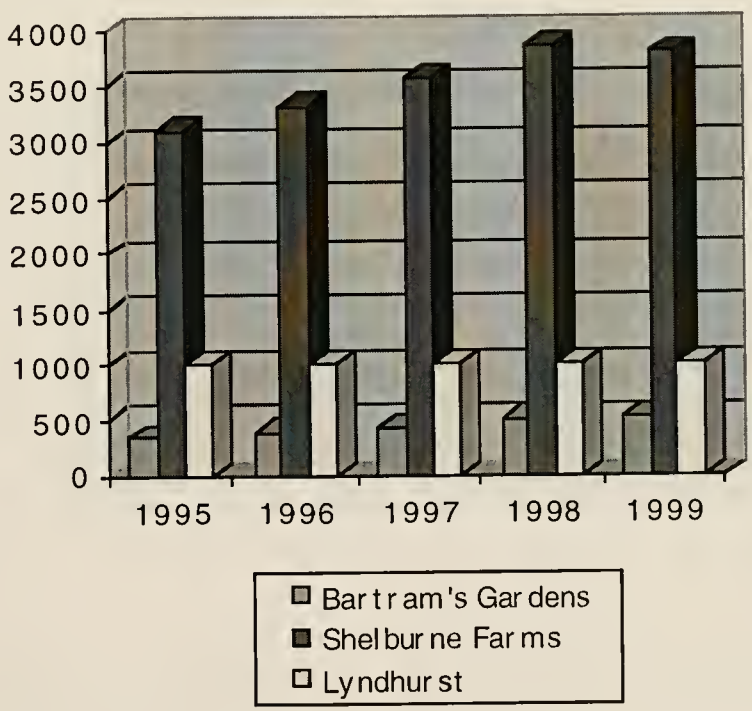

Figure 19 Comparative income levels (in thousands) at Historic Bartram's Gardens, Lyndhurst, and Shelburne Farms Resources, 1995 - 1999. Source: Audited financial statements, and for Lyndhurst, Pandich interview.

Figure 19 demonstrates the comparably large income of Shelburne Farms. This figure can be misleading in that it includes all income generated by the for-profit enterprises subsidiaries. A brief overview of the Statement of Revenues and Expenses by Division, located in Appendix C, will show that the for profit ventures in 1998, for example, accounted for more than $2,800,000 of the $3,800,000 in revenue. That accounts for a large majority of the income for that year. The for-profit ventures have had net profits between $204,000 and $609,000 for the years 1987 - 1998. At the same time general support and programs have operated at a net loss of between $143,000 and 315,000. Were it not for the for-profit ventures, Shelburne Farms would likely fail.

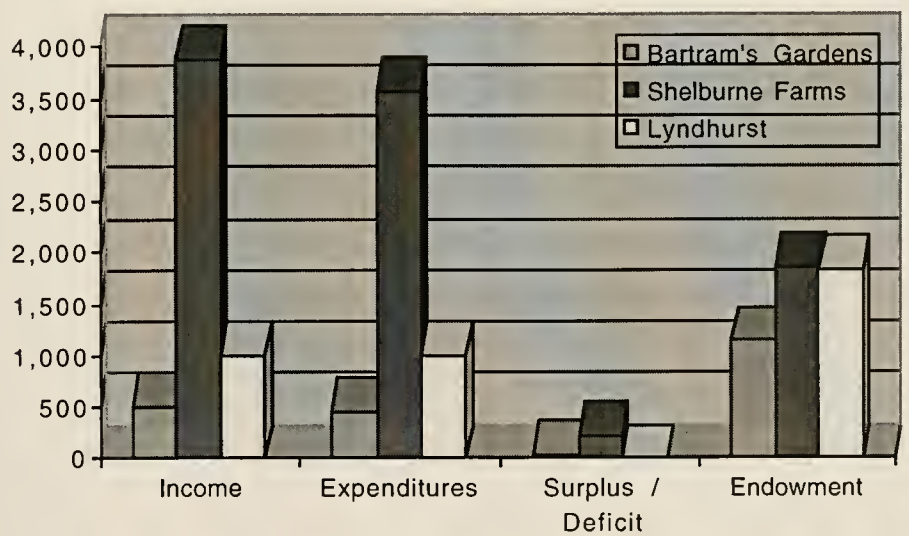

Figure 20 Comparison of Income, Expenditures, and Endowment Funds, Historic Bartram's Gardens, Shelburne Farms, and Lyndhurst.
Sources: Audited financial Statements and Pandich interview

Figure 20 demonstrates a more complete picture of the financial status of the three historic sites as a whole. The most obvious fact that can be seen is the comparably large income and expenditures at Shelburne Farms. The information was also used to tabulate the capitalization in figure 21.

Capitalization

Bartram's Gardens	2.4
Shelburne Farms	0.5
Lyndhurst	1.8

Figure 21 Capitalization comparison between Bartram's Gardens, Shelburne Farms and Lyndhurst.

Capitalization is the ratio of endowment to expenditures. It measures the extent to which an organization can rely on endowment income to fund its operations. Lyndhurst's endowment is held in common by the National Trust. Their draw is between 4 and 6 percent of their share. Assuming a standard 5% annual draw, their share is valued at $1,840,000. Lyndhurst operates on a standard $1 million zero balance budget. Shelburne Farms drew $97,000 from investment and endowment in 1997, assuming 5%, the fund was valued at $1,860,000.[56]

[56] Bergamn Managing, pp. 5

I began this thesis by thinking about historic site management. I saw historic sites as a student of historic preservation, both as objects that need to be cared for and as treasures representing our cultural heritage. I have begun to see historic sites corporially, as an entities unto themselves. I saw that there is a life cycle in the administration of historic sites. Some new sites start life with a running start, and are popular from the beginning. (The New York Tenement Museum is a good example of this.) Other museums are old, stale, and neglected. Many have considered closure. But they persist. Sometimes an old site has a burst of energy and experiences a drastic revival. Historic Bartrams Gardens is an example of this. One can think of Shelburne Farms as a massive steamship, powerfully starting life, but slowly running out of fuel and gracefully drifting ashore as the twentieth century passed by. Now it has landed in safe harbor, its hull is being repainted, and its tanks refueled. Lyndhurst, it would seem has always lived well. There has never been a prolonged period of neglect, either as an estate, or as an historic site. Some are just born lucky.

The obvious trait that the three historic sites have in common is their administrations' decision to exploit vacant ancillary structures. All of the reuse models presented are, non-interpretive and generate revenue. I have attempted

to portray some of the financial aspects surrounding their conversions. The three sites are all in different stages in life cycle. Lyndhurst is in the prime of its life, as part of a strong parent institution, and the beneficiary of a strong and dynamic director. Since 1980, Historic Bartram's Gardens has risen like the phoenix, and can boast the strongest capitalization of the three sites. It also has the strongest ratio of contributed income to earned income, relevant to its not-for-profit status. Shelburne Farms is the most business like of the three sites. Far from acting like the tail waging the dog, it may also be the most committed to its mission of education *and* stewardship. This is not as incompatible as it may seem at first blush. Business interests are a mere tool for the enabling of the mission.

For the adaptive use of ancillary buildings, I have compiled three appendices. Each represents a site from my study. The appendices are not compiled to compare one site to the other, but to form, as a collection, some of the documents useful for further studies. Appendix A contains blueprints and other architectural data. Appendix B contains contractual data for outsourcing of services, and for use of the site. Lastly, Appendix C contains mission and financial information in the most complete form I have found. It documents the financial history of a non-profit through its most dynamic decade.

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Appendix A: Historic Bartram's Gardens

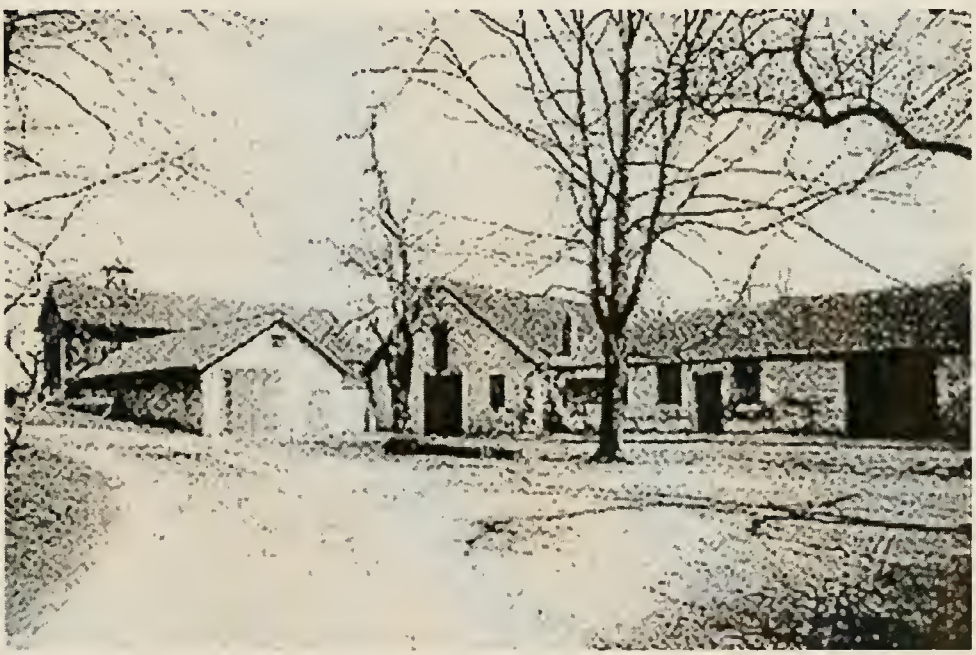


Figure 22 The barn complex at Historic Bartram's Gardens. From left, Barn, with frame addition, (addition and the visable cupola removed 1931) the stable (foreground), carriage barn, and seed house. Photo: 1895 by William H. Rau.

A Feasibility Study
for the Renovation of

B A R T R A M ' S G A R D E N

The John Bartram Association • Philadelphia, Pennsylvania

by Dagit • Saylor Architects

INTRODUCTION

This presentation identifies the scope of work and cost associated with the renovation of the existing out-buildings at Bartram's Garden, namely, the stable, root cellar/ice pit/seed house complex, carriage house/dovecote, and courtyard. The Barn, while part of the overall complex, will be restored at a later date. The buildings will be restored to their original appearance while at the same time adapted to suit the specific needs of the programs and activities.

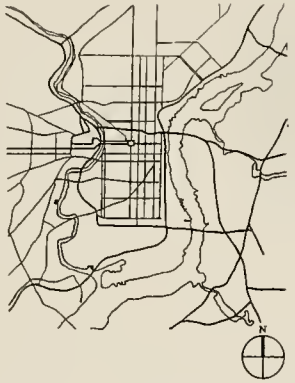
The stable is to be renovated so that it can better accommodate its present use as an orientation center for Bartram's Garden. The center is used currently for various purposes including orientation, slide shows and lectures, education programs, dinners, and greens sales. The improvements needed include the installation of a new heating and cooling system, new lighting fixtures, a new brick floor, and interior paint finish. The existing electric panels are to be relocated to the space above the orientation room. In the future, this space may also be renovated to serve as the administrative offices and provide needed storage space. In addition, stairs will be installed in the stable to give access down to the root cellar/ice pit exhibition area and up to the adjacent service kitchen.

The root cellar/ice pit/seed house complex will be renovated and restored to accommodate a number of different and distinct uses. The root cellar/ice pit area will be restored as an archaeological exhibition with appropriate museum quality lighting. Entrance to this area will be through a recreation of the original door opening (now below the stable floor) located in its north wall. Above the root cellar a small catering kitchen will be installed to service the stable and courtyard areas. Storage for garden equipment along with additional classroom space will be provided adjacent to and above the ice pit. After further archaeological study, the seed house portion of this complex will be restored as an additional permanent exhibition for Bartram's Garden.

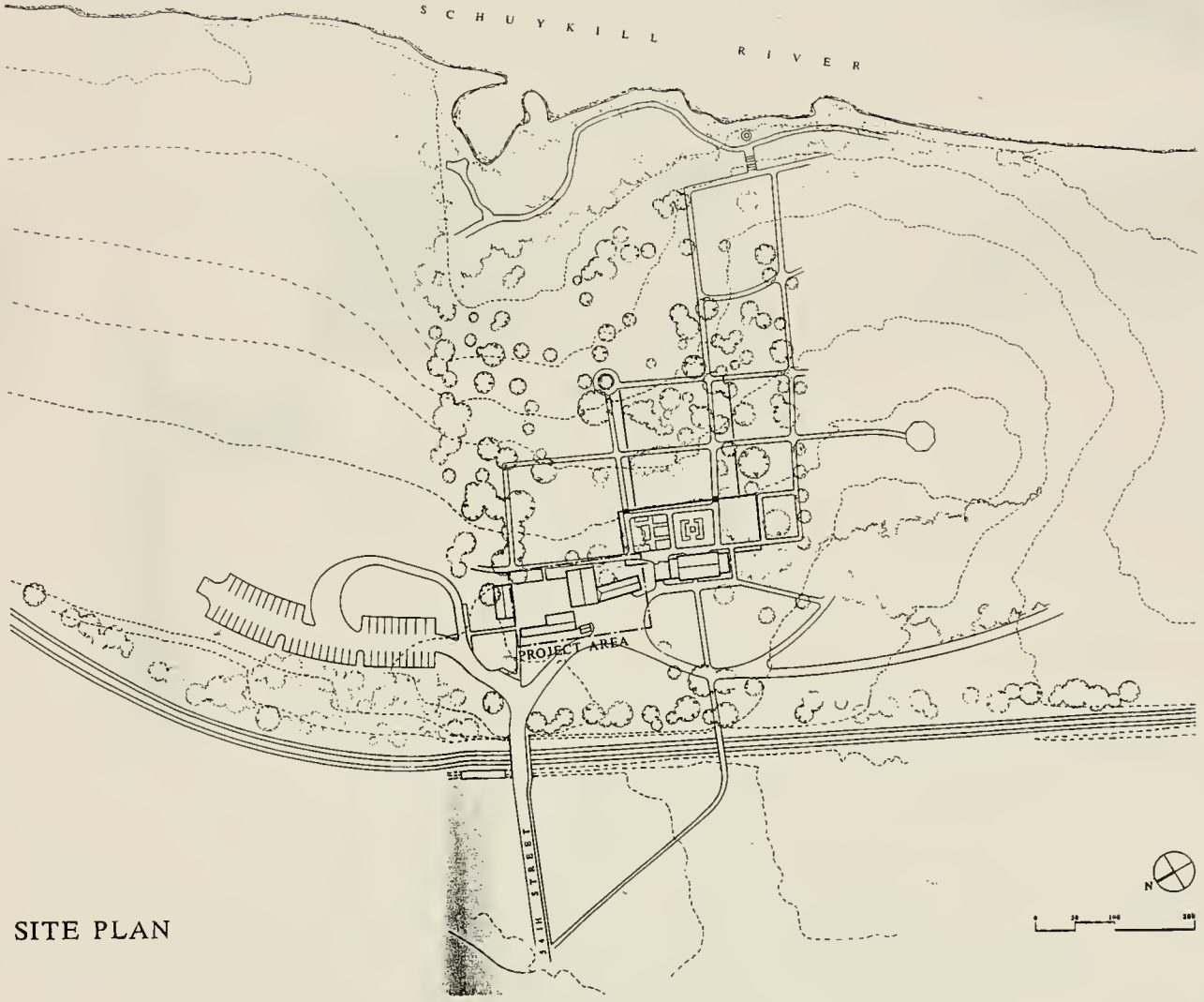
The carriage house will be renovated to house a museum gift shop, reception area, small office and storage room. Improvements here will include a new wood floor, new lighting, a new heating and cooling system and interior paint finish. In addition, the gift shop will contain new display counters with storage below and new bookcases which will divide the office area from the shop itself. The dovecote, the northern part of the carriage house, will be restored to its original condition.

All buildings' windows and doors will be restored, including those which have been blocked up in the recent past. All buildings will receive a new shingle roof and the barge board will be restored to its original condition. All buildings will be monitored by an extension of the security system at the main house. The surrounding exterior area will receive appropriate lighting. Windows on the West and East elevation of the carriage house which had been blocked up will be restored to match the original.

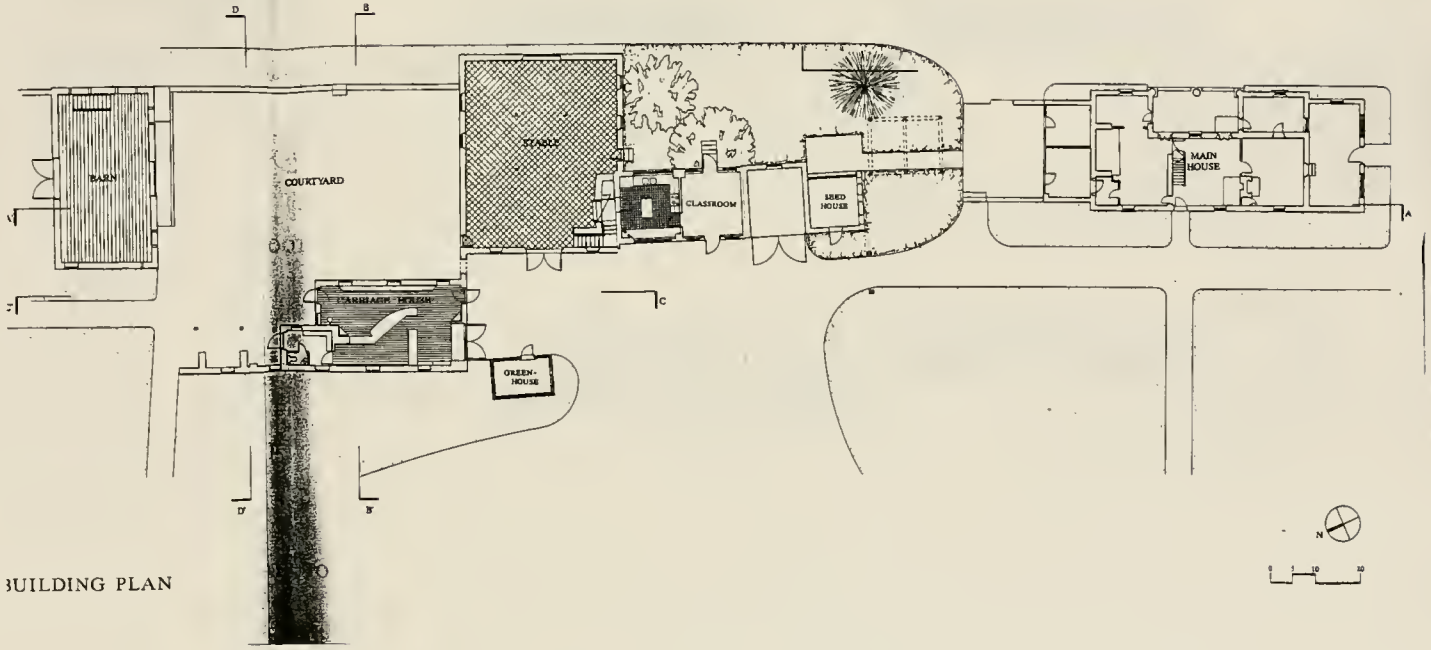
The courtyard, an important area for outdoor demonstrations, classes, plant sales, and special events, will receive improvements that will permit this area to better serve Bartram's Garden. Improvements will include a new hard ground surface, exterior lighting for nighttime use and security, new iron gates at openings in the masonry walls, and water and electric hookups.



LOCATION PLAN

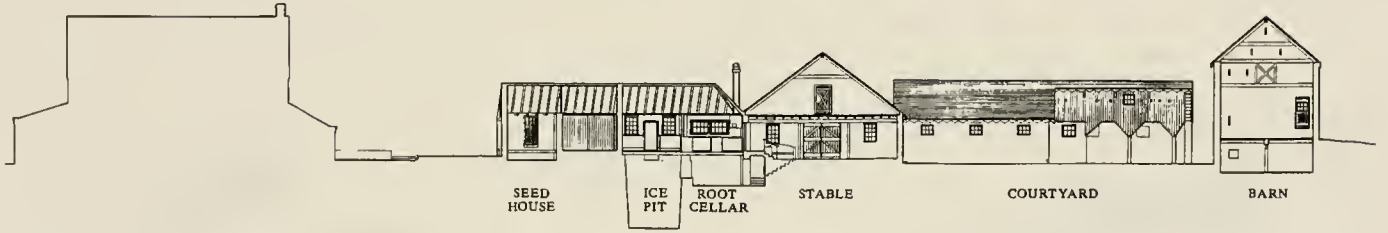


SITE PLAN



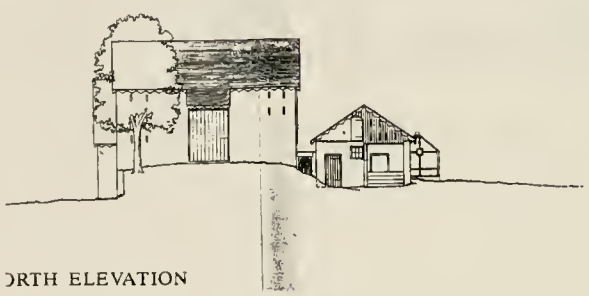
BUILDING PLAN

:AST ELEVATION



·ECTION A–A' (Looking West)

ST ELEVATION



ORTH ELEVATION

SOUTH ELEVATION

BARTRAM'S GARDEN COURTYARD

COST ESTIMATE: OCTOBER 1988

ITEM	BUILDINGS (excluding Barn)	COURTYARD	TOTAL
Demolition	17,400		17,400
Sitework	14,100	11,900	26,000
Concrete	4,500		4,500
Masonry	36,100		36,100
Courtyard surface		32,690	32,690
Brick pavers (stable)	8,900		8,900
Miscellaneous metals	6,200	18,650	24,850
Carpentry	120,000		120,000
Millwork/Wood doors-windows	74,200		74,200
Caulking	1,500		1,500
Roof and sheet metal	69,500		69,500
Finish Hardware	4,900		4,900
Glass and Glazing	12,500		12,500
Lath and Plaster	51,200		51,200
Painting	16,500		16,500
Wood flooring	14,000		14,000
Kitchen Equipment/Casework	22,000		22,000
Greenhouse	25,000		25,000
Signage	2,000		2,000
Heating, ventilation, and air conditioning/plumbing	95,200	6,800	102,000
Electrical	81,100	24,785	105,885
Mechanical/Electrical cut and patch	6,800		6,800
General construction		15,910	15,910
General conditions	59,500	14,260	73,760
Tax/Permits	17,500		17,500
Total	760,600	124,995	885,595
General Contractor Fee	38,000	6,305	44,305
Total Construction	798,600	131,300	929,900
Architectural Fees (11-3/4%)	94,000	15,500	109,500
Total Including Architectural Fees	893,600	146,300	1,040,400

\RCHITECT James Dart AIA 180 E79ST NYC 10021 T+212 744 7963 | F+212 737 4775

BARTRAM EDUCATIONAL CENTER

Historic Bartram s Garden
54th and Lindbergh Boulevard
Philadelphia Pa 19143
215 729.5281

LIST OF DRAWINGS

sp1 SITE PLAN + GENERAL NOTES
a1a THE BARN LOWER LEVEL 1:48
a1b THE ADDITION LOWER LEVEL 1:48 + FRAMING PLAN 1:96
a1c THE ADDITION LOWER LEVEL REFLECTED CEILING PLAN 1:48
a2a THE BARN UPPER LEVEL 1:48
a2b THE ADDITION UPPER LEVEL AND INTERIOR ELEVATIONS 1:48
a2c THE ADDITION UPPER LEVEL REFLECTED CEILING PLAN
a3 WEST ELEVATION 1:96
a4 NORTH ELEVATION 1:96
a5 SOUTH ELEVATION 1:96
a6 THE BARN BUILDING SECTION 1:48 + MISC DETAILS
a7 THE ADDITION BUILDING SECTION 1:48
a8 THE ADDITION BUILDING SECTION 1:48
a9 THE ADDITION WALL SECTIONS 1:24
s1 SCHEDULES
s2 SCHEDULES

MPE1 SITE PLAN
M1 MECHANICAL PLANS
M2 MECHANICAL SCHEDULES + DETAILS

P1 PLUMBING PLANS
P2 PLUMBING SCHEDULES + DETAILS

E1 LIGHTING PLANS + SCHEDULE
E2 POWER PLANS
E3 PANELS

MPS1 MECHANICAL + PLUMBING SPECIFICATIONS
ES1 ELECTRICAL SPECIFICATIONS

NOTE: All Architectural Drawings are 11x17 format: all MPE Drawings are 24X36 format!

GENERAL NOTES

1. ALL WORK SHALL CONFORM TO CODES AND REGULATIONS OF THE COMMONWEALTH OF PENNSYLVANIA, THE CITY OF PHILADEPHIA BUILDING CODE (latest edition), THE FAIRMOUNT PARK COMMISSION, AND ALL OTHER AUTHORITIES HAVING JURISDICTION.

2 CONTRACTOR SHALL BE RESPONSIBLE FOR OBTAINING, & OWNER SHALL PAY FOR, ALL NECESSARY PERMITS.

3 CONTRACTOR SHALL VERIFY AND CONFIRM ALL DIMENSIONS, CONFIGURATIONS, AND CONDITIONS OF THE WORK IN THE FIELD PRIORTO ANY DEMOLITION, FABRICATION, INSTALLATION OR ERECTION OF ANY ASPECT OF THE WORK. NOTIFY ARCHITECT IMMEDIATELY OF ANY DISCREPANCY, CONFLICT OR INCONSISTENCY PRIOR TO PROCEEDING ANY AFFECTED ASPECT OF THE WORK. NOTIFY THE ARCHITECT OF ANY CONDITIONS UNCOVERED IN THE COURSE OF THE WORK NOT DOCUMENTED OR ANTICIPATED EHICH MAY ADVERSELY AFFECT THE SAFETY, QUALITY, OR TIMELINESS OF THE WORK NOTIFY THE ARCHITECT IF THE CONTRACTOR HAS A BETTER IDEA FOR IMPROVING THE APPEARANCE OR EXECUTION OF ANY ASPECT OF THE WORK

4 THE WORK REQUIRES CAREFUL EXECUTION AND FORETHOUGHT IN ORDER TO ACHIEVE THE DESIRED HIGH LEVEL OF AESTHETIC APPEAL AND CRISPNESS OF DETAIL, ESPECIALLY IN NEW WORK. IN ADDITION, THE WORK INVOLVES ALTERATION, RENOVATION AND RESTORATION OF HIGHLY SENSITIVE AND HISTORIC BUILDING FABRIC. EXERCISE ALL DUE CARE TO PRESERVE AND PROTECT HISTORIC BUILDING FABRIC COORDINATE ALL WORK WITH OWNER'S ARCHEOLOGIST.

5. ALL PARTITIONS, FINISHES, DOORS AND WINDOWS, FIXTURES AND FITTINGS, WIRING AND DEVICES ARE NEW UNLESS OTHERWISE INDICATED

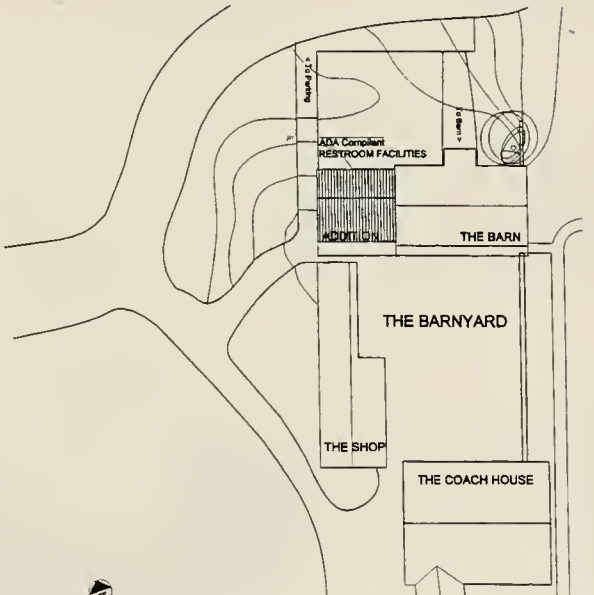
6 ALL EXPOSED WOOD FRAMING MEMBERS, STANDING AND RUNNING INTERIOR TRIM SHALL BE UNPAINTED WESTERN RED CEDAR UNLESS OTHERWISE NOTED

7 COORDINATE WORK FOR CLASSA FIRE ALARM, SECURITY + TELEPHOEN SYSTEM WITH OWNER'S VENDOR VENDOR SHALL PROVIDE DOCUMENTATION (INCL DRAWINGS + SPECIFICATIONS) FOR REVIEW + APPROVAL BY ARCHITECT + OWNER

8. ALL EXPOSED METAL FRAMING OR OTHER COMPONENTS SHALL BE GALVANIZED STEEL, UNLESS OTHERWISE NOTED

9 PROVIDE ALL MOEK-UPS, SAMPLES + SHOP DRAWINGS AS NOTED. THESE INCLUDE BUT ARE NOT LIMITED TO:

A. MIN THREE (3 a1 60"x60" MIN) MOCKUPS OF EXTERIOR WOOD SLAT SCREEN:
B SHOP DRAWINGS OF ALL STEEL FABRICATIONS, DOORS, WINDOWS, AND MILLWORK ALL WOOD WORK SHALL CONFORM TO AWI PREMIUM GRADE, WHERE APPLICABLE.
C ALL "GALVALUME" ROOF SHOP DRAWINGS + SAMPLES



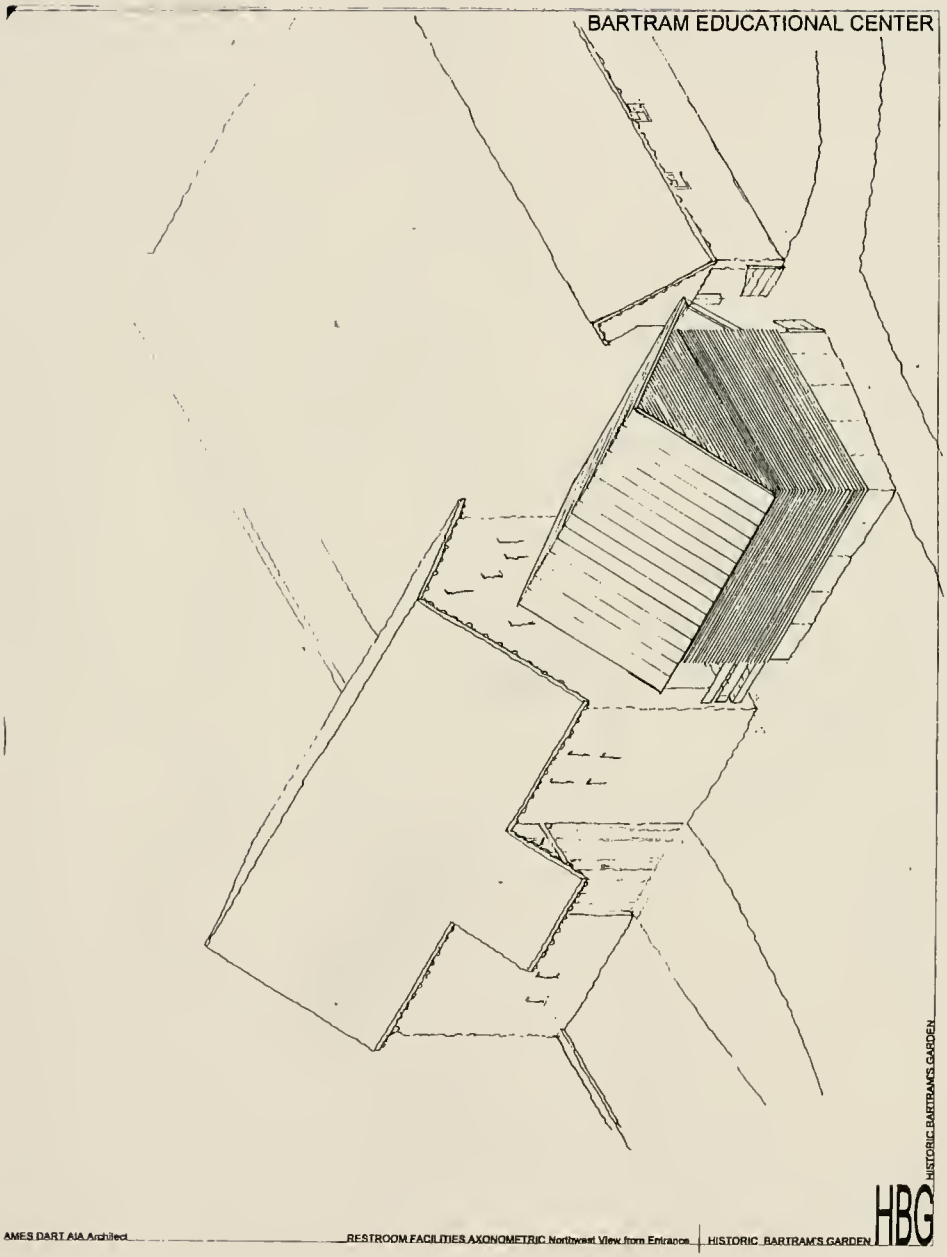
1 | BARTRAM EDUCATION CENTER SITE PLAN Scale 1:360 0 15 30 60

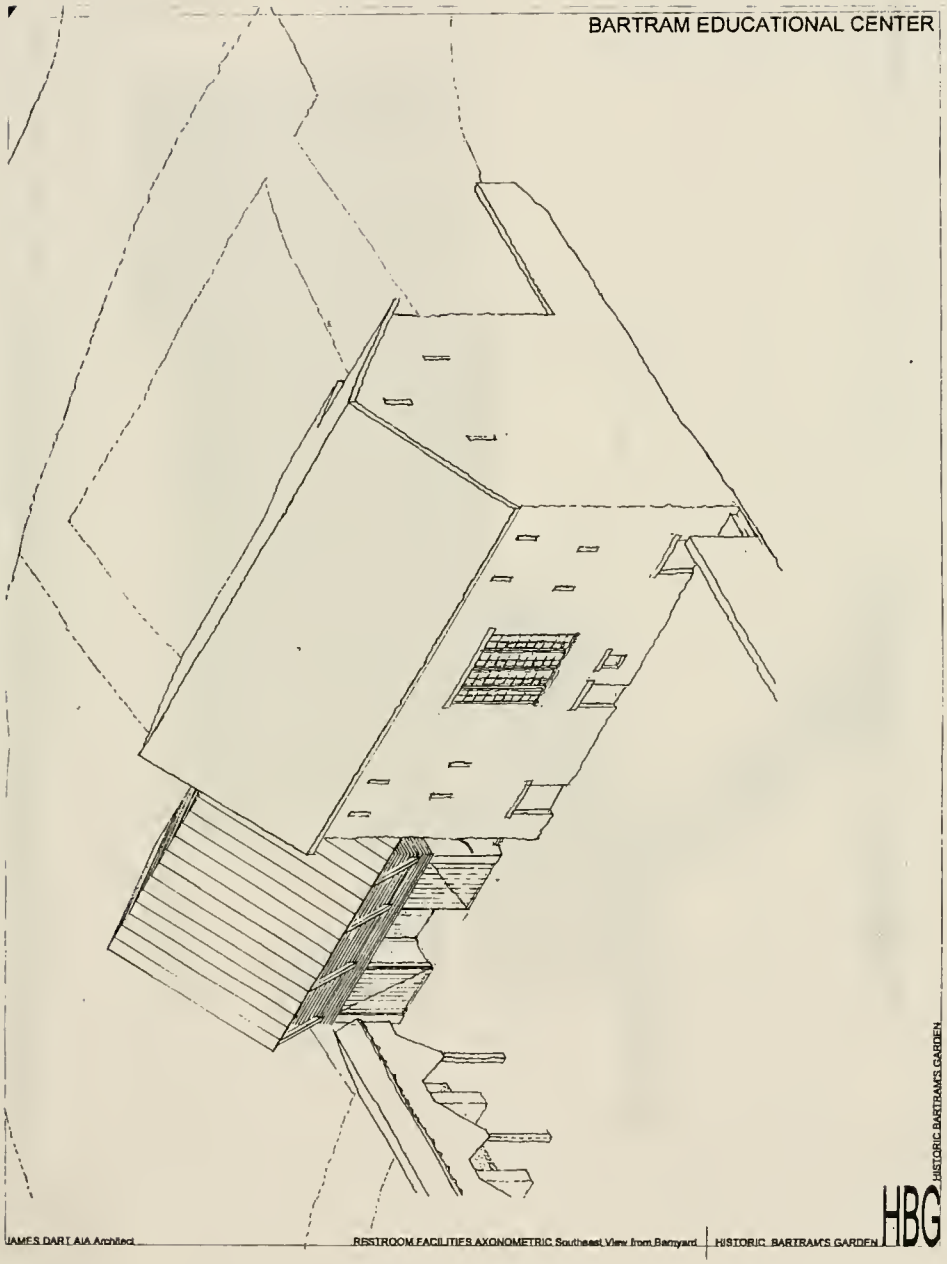
APPROVED

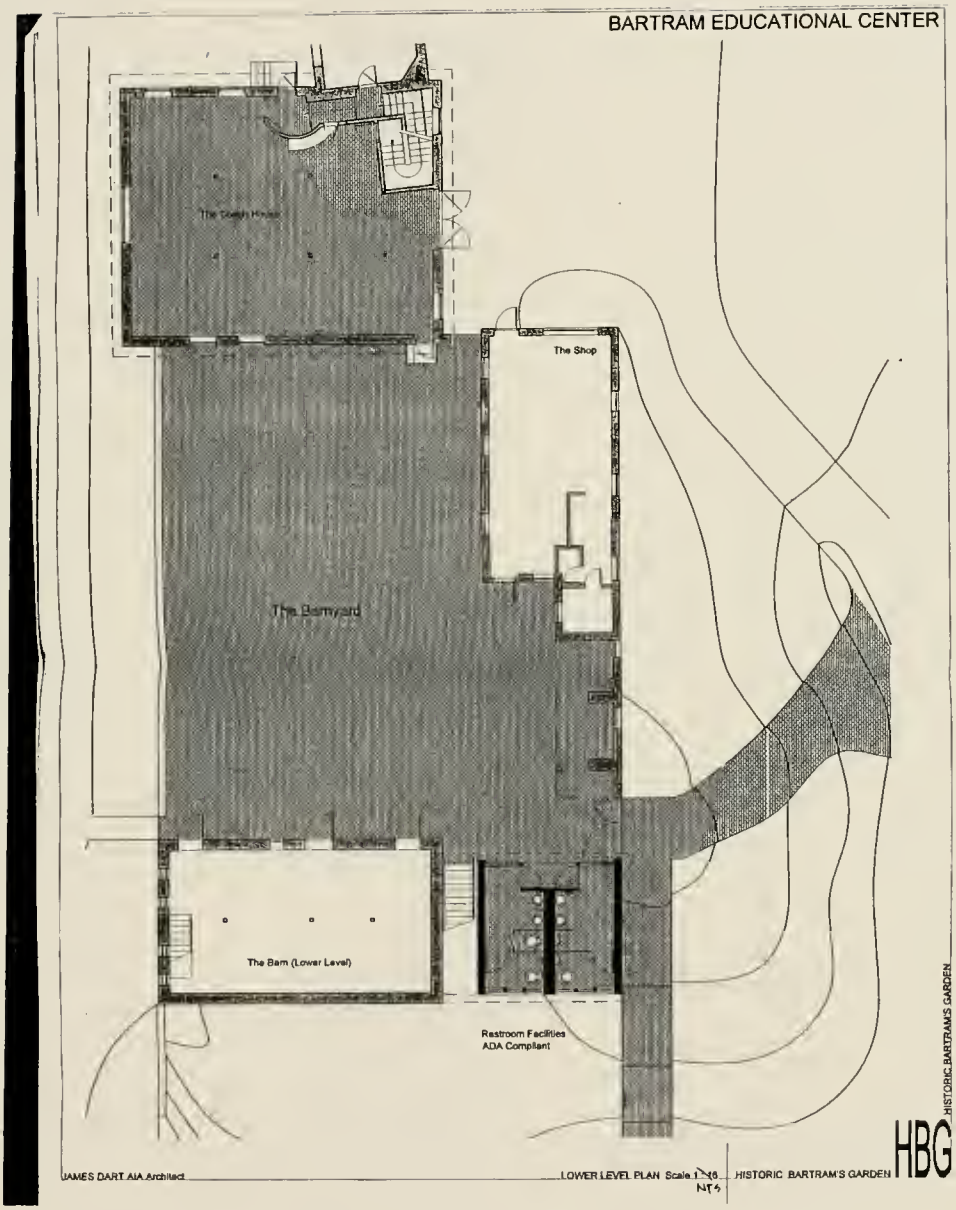
REGISTERED ARCHITECT PENNSYLVANIA

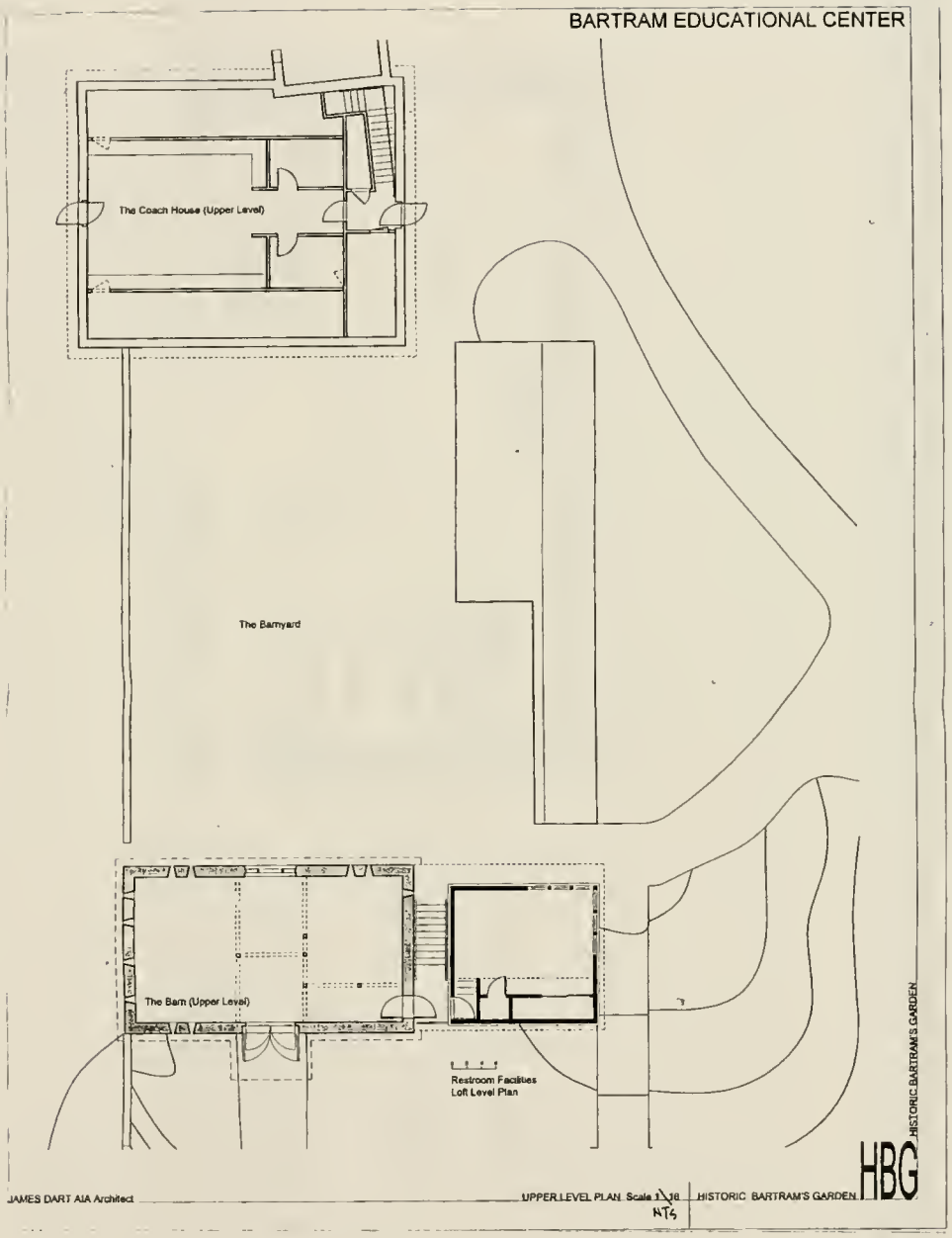
ISSUED FOR PERMIT 15 AUG 98

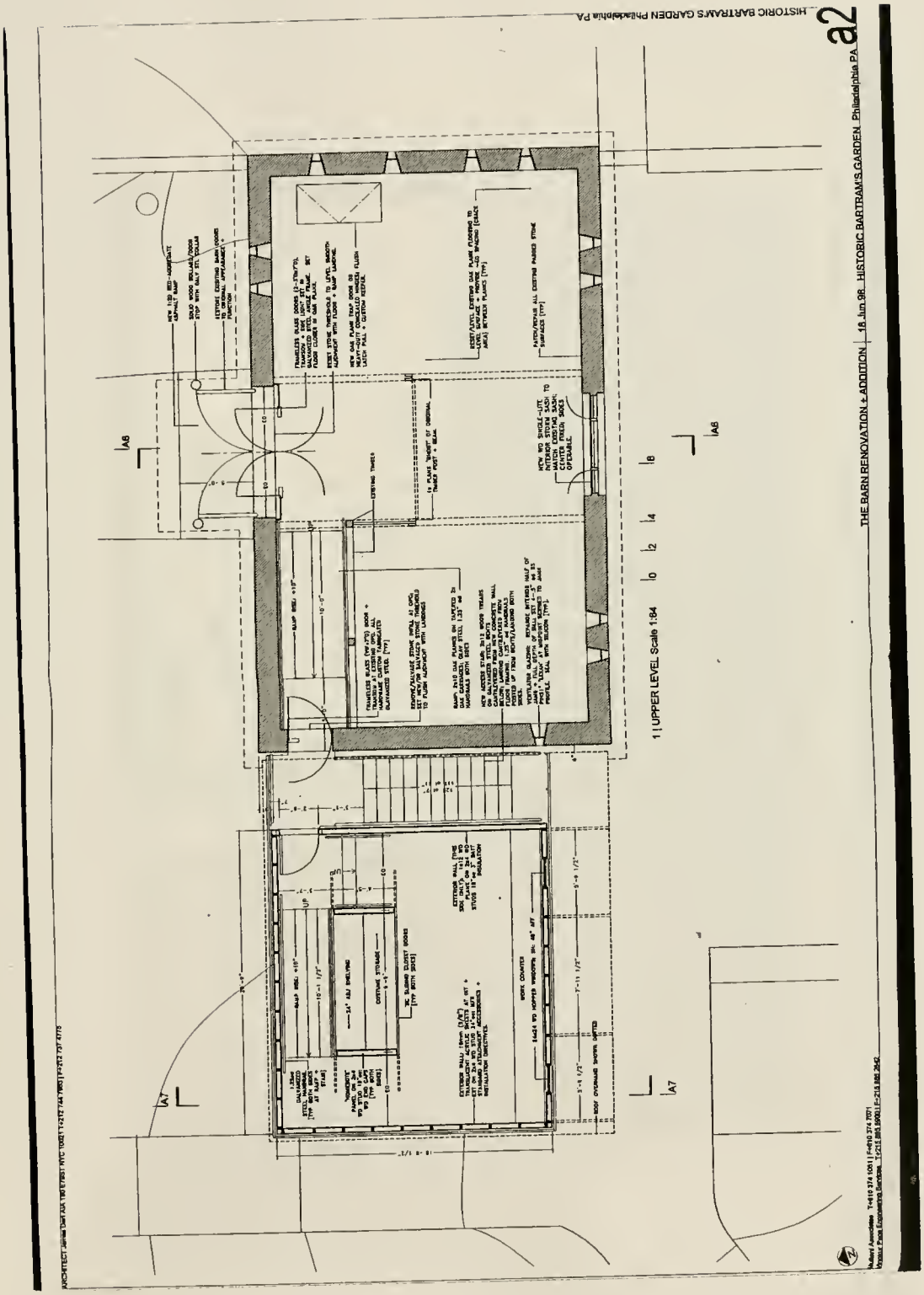
Mutant Associates T+610 374 0821 | F+610 374 7071
Vinodur Pipe Engineering Services T+215 885 5900 | F+215 885 2842

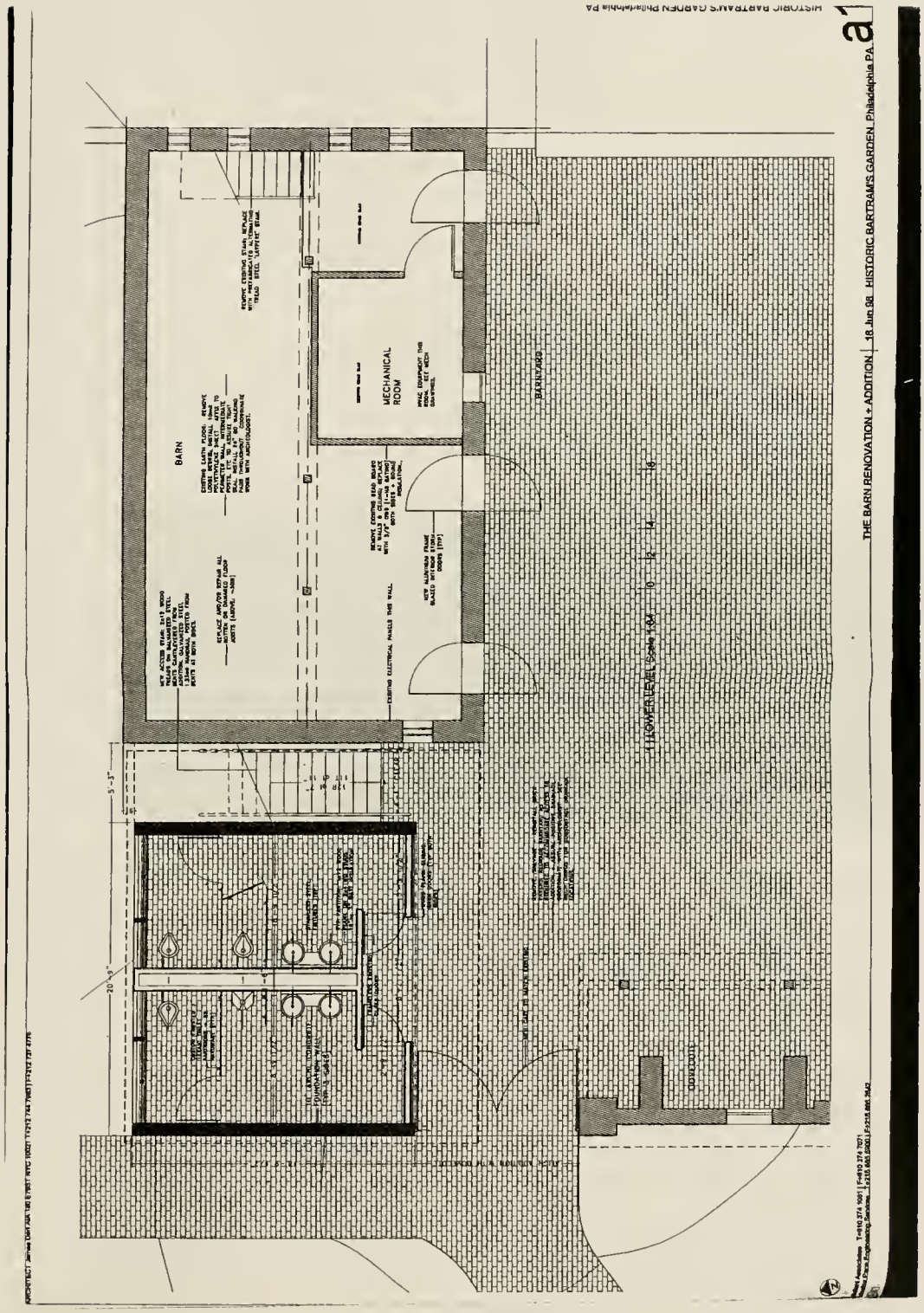

BARTRAM EDUCATIONAL CENTER
HISTORIC BARTRAM'S GARDEN
HBG
AMES DART AIA Architect
RESTROOM FACILITIES AXONOMETRIC Northwest View from Entrance | HISTORIC BARTRAM'S GARDEN


BARTRAM EDUCATIONAL CENTER
JAMES DART AIA Architect
RESTROOM FACILITIES AXONOMETRIC Southeast View from Barnyard
HISTORIC BARTRAM'S GARDEN
HBG
HISTORIC BARTRAM'S GARDEN


BARTRAM EDUCATIONAL CENTER
The Shop
The Barnyard
The Barn (Lower Level)
Restroom Facilities
ADA Compliant
HISTORIC BARTRAM'S GARDEN
JAMES DART AIA Architect
LOWER LEVEL PLAN Scale 1/16
NTS
HISTORIC BARTRAM'S GARDEN
HBG

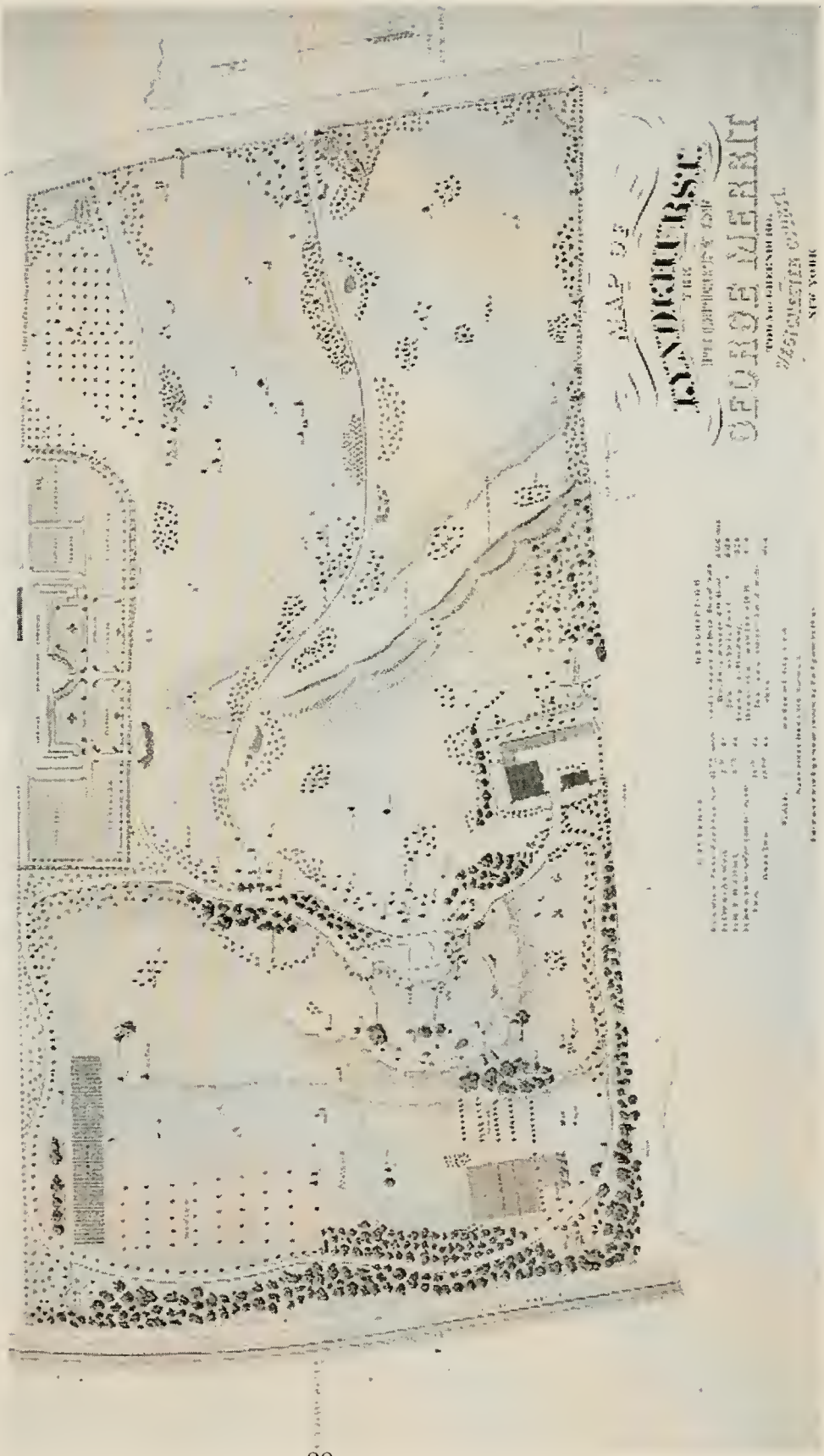

BARTRAM EDUCATIONAL CENTER
The Coach House (Upper Level)
The Barnyard
The Barn (Upper Level)
Restroom Facilities
Loft Level Plan
HISTORIC BARTRAM'S GARDEN
HBG
JAMES DART AIA Architect
UPPER LEVEL PLAN Scale 1/16
NTS
HISTORIC BARTRAM'S GARDEN


HISTORIC BARTRAM'S GARDEN Philadelphia PA
a2
THE BARN RENOVATION + ADDITION | 18 Jun 98 HISTORIC BARTRAM'S GARDEN Philadelphia PA
1 | UPPER LEVEL Scale 1:64
A6
A7


HISTORIC BARTRAM'S GARDEN Philadelphia PA
a1
THE BARN RENOVATION + ADDITION | 18 Jun 98 HISTORIC BARTRAM'S GARDEN Philadelphia PA
BARN
MECHANICAL ROOM
BARNYARD
1 LOWER LEVEL Scale 1:64
0 2 4 8
5'-3"
20'-9"

Appendix B: Lyndhurst

Figure 23 The Stables and Carriage Barn at Lyndhurst ca. 1870. Photo: Archival Collection, Lyndhurst, a museum property of the National Trust for Historic Preservation.


MAP OF
LYNDHURST
THE
PROPERTY OF
GEORGE MERRITT
TOWN OF GREENBURGH
WESTCHESTER COUNTY
NEW YORK

REQUEST FOR PROPOSAL

Restaurant & Catering
Lyndhurst
Tarrytown, NY

Second Draft

Lyndhurst, an estate owned by several generations of the Gould family, is a museum owned and operated by the National Trust for Historic Preservation. The 67 acre estate is located in Tarrytown overlooking the Hudson River's Tappan Zee. The mansion, designed in 1838 for General William Paulding, a former Mayor of New York, by Alexander Jackson Davis, represents the culmination of the Gothic Revival style of architecture in America. The mansion and its grounds are open to the public year round.

Attendance in 1998 was approximately 80,000. Admission is $ 9.00. The property is open to the public Tuesday through Sunday from 10 a.m. until 5 p.m. during the months of May through October. During the remaining months, the property is open to the public only on weekends. Groups of 10 or more may pre-arrange tours at other times by reservation.

In 1998, the 80,000 visitors were overwhelmingly adult. Students comprise less than 5% of the total gate. Individual visitation is heavily oriented toward the months from May until October which make up nearly 80% of the attendance. The property will draw several hundred visitors daily on good weekends.

The preponderance of the 80,000 attendance is visitors to Special Events. This attendance is segmented into two groups. Guests at weddings and other catered events at the Carriage House complex numbered approximately 7,000 at sixty (60)events in 1998. Forty five thousand (45,000) visitors attended major community events including the Outdoor Antique Show, Westchester Kennel Club, Craft Shows (May and September), Sunset Serenades, and Candlelight Tours. In the year 2000, Lyndhurst will host the Taste of the Hudson Valley. Caterer will be expected to coordinate this event, but will not enjoy exclusivity. Caterer will not have an exclusive right to provide food and beverage service for community events during the first year of this agreement. Caterer may exercise a right to provide such service at mutually agreeable prices by notifying Lyndhurst of its intent during the first contract year.

/

Lyndhurst has nine full time staff members, thirty part time staff, and a cadre of volunteers, particularly in the summer. More than 1200 individuals and corporations contribute annually as Friends of Lyndhurst.

The Carriage House

Lyndhurst restored the Carriage House in 1993 as the centerpiece of the Heritage Education Center. During public hours, the buildings provide spaces for visitor orientation and for school groups. The carriage collection is housed in adjacent sheds.

The Snack Bar feature booths enclosed in standing stalls in the carriage house, tables and chairs, and a delightful dining terrace for use in good weather. The Carriage House includes a fully equipped kitchen. Plans will be provided to all offerors. The Caterer is required to open the Snack Bar for lunch during public hours. The Caterer may open the Snack Bar at other times, at its option. Lyndhurst will work with the Caterer to refund admission to guests who visit the restaurant only. Admission to the grounds is always free for members.

After public hours or when the museum is closed to the public, the entire Carriage House is available for catered functions. Since its opening, it has come to be recognized as one of Westchester's most sought after party sites. Prime dates are generally booked a year to eighteen months in advance. Attached to this RFP is a copy of the regulations governing the site use and the schedule of facilities fees. Offerors are advised to consider that the primary mission of the site is educational and catering use, after hours, is secondary. Adherence to stated hours of usage and conditions of usage is critical for a harmonious relationship. Exceptions may be granted by the Executive Director under unusual circumstances or in the off season.

The total seating in the Carriage House is 230 in three rooms. An additional fifty to one hundred can be accommodated on the terrace under a tent. Many wedding parties choose to tent the Courtyard which can comfortably seat 300 or they may use the Courtyard area for cocktails. The Tack Room and Carriage Room may be used for meetings during Museum hours if not scheduled for other use. Once the mansion is closed to the public, the verandah may also be used for cocktails and the Rose Garden is a stunning venue for ceremonies. The attached brochure more fully describes the catering site.

Sales History

We are not releasing the exact sales generated by the incumbent contractor, but for your guidance, we have summarized the number of guests and the number of events. Nearly

all of these events are seated dinners. The vast majority are weddings. In keeping with the opulence of the property, events tend to be at substantial check averages. 1995 events were low because of the uncertainty as to when the Carriage House would open.

Year	Number of Parties	Number of Guests	Snack Bar Sales
1994	39		
1995	40	4,650	28,612
1996	60	5,856	34,999
1997	90	8,638	23,850
1998	60	7,000	

Master Plan

Bowling Alley/Recreation Building - Lyndhurst has received funding to restore this structure. It will be open to the public in 1999. Although it is currently a restoration in progress, it might well become another interesting catering venue, particularly for cocktail receptions, in future years.

Railroad Bridge and Dock - Lyndhurst has applied for a Federal grant to restore this structure to allow river access and to provide dock space for tour boats. Several boat companies have indicated strong interest in this project. Lyndhurst would offer the only docking at a place of significant historic attraction between New York and West Point.

Greenhouse - Funding could be forthcoming to restore the Greenhouse if the adjacent land owned by Philip Morris can be acquired for parking. Management estimates that the Greenhouse could double attendance. From the Caterer's viewpoint, the Greenhouse would be another catering venue that could take its place beside the New York Botanical Garden, the Brooklyn Botanical Garden, and Wave Hill in Riverdale.

Exclusivity: Caterer shall be entitled to be the sole provider of food and beverage services at Lyndhurst during the term of this agreement. Caterer may subcontract this right to a kosher Caterer, at its option, but it remains responsible for the payment of all commissions and for meeting all responsibilities under this agreement.

Term and Termination: Food services under this agreement must commence by January 1, 2001, when the agreement with the incumbent contractor terminates. Marketing of catering services must begin upon execution of the operating agreement. The initial term will be three years with one three option to renew provided.

3

a. Food and service, both for the Snack Bar and catering, has been satisfactory, and

b. Caterer shall have paid Lyndhurst commissions of at least $ 600,000 during the first five years of its agreement or shall have made an additional payment to remedy any shortfall prior to the end of the fifth year.

Early Termination: . Lyndhurst may cancel this agreement with cause, at any time, by giving Caterer thirty days notice of default and by giving sixty day's notice of cancellation if such default is not cured. In that event, Lyndhurst shall reimburse Caterer for the current unamortized balance of its investment less an offset for any monies owed to Lyndhurst with sixty days following the commencement of operations by a new Caterer.

Menus and Prices: The Caterer is encouraged to include taxes within its list price to speed service in the Snack Bar. The existing menu is attached as Exhibit One. Lyndhurst is amenable to allowing Caterer to set prices dictated by the market provided that prices fall reasonably within the context of those charge at similar locations such as Philipsburg Manor, Wave Hill, and the Hudson River Museum of Westchester

Kitchen Equipment and Usage: The kitchen of the Carriage House has been equipped primarily at the expense of the incumbent Caterer which has made an investment of approximately $ 150,000 which is being amortized on a ten year schedule. A successor will be required to buy out that investment. It is furnished in an as is basis. The incumbent Caterer owns an inventory of china, glass, and serviceware as well as an inventory of tables and chairs. Unless Caterer purchases that inventory, Caterer must furnish a similar inventory. The maintenance of that inventory shall be a direct expense of operation for the Caterer. Provision of adequate small wares and kitchen ware including any required rolling stock is a direct cost of the Caterer. Sanitation in the kitchen and routine maintenance of equipment shall be the responsibility of the Caterer. Equipment replacement and major repair shall be the responsibility of Caterer. Caterer shall be responsible to arrange and pay for preventative maintenance on a scheduled basis including cleaning of ducts and grease traps. Caterer shall be responsible for the costs of any repairs or maintenance to the kitchen equipment or building occasioned by Caterer's negligence.

Utilities: Caterer will be responsible for the payment of 75% of the cost of gas, electricity, and heat for the premises. Caterer shall arrange for a dumpster for the disposal of all garbage from the facility to be placed at the Service Building Area at Caterer's sole expense. Garbage shall be removed from the premises as frequently as necessary, but in no event, less than once per week. Caterer shall provide its own telephone sytem. Caterer agrees to contribute toward landscaping of courtyard and gardens in an amount that is mutually agreeable. Lyndhurst shall provide cold water, at no cost to Caterer

Annual Average heating cost $1,750 - 2,000
" " electric cost $17,500 - 18,500

4

Office Space: Lyndhurst will provide Caterer office space within the Heritage Education Center at a discounted cost Lyndhurst currently provides a two bedroom apartment for a cost of $ 600 per month including utilities Caterer shall be responsible to furnish and equip this space.

Discounts: Museum members receive a 10% discount at the register. Staff receive a 10% discount, but staff sales are not commissionable. Similarly, functions that are paid directly by Lyndhurst are to be billed at Caterer's list prices less a discount of twenty-five (25 %) per cent but are not commissionable

Inventory: Caterer will required to purchase incumbent's usable inventory. Operator will not be required to purchase any broken cases, logo material etc.

Liquor License: Caterer shall be responsible for the cost of acquiring and maintaining a liquor license or obtaining Special Events permits, at its option.

Insurance: Caterer will be required to provide comprehensive general liability insurance of at least $ 1,000,000 as well as employee coverage required by law

Commissions: Caterer will pay Lyndhurst a commission based upon a percentage of net receipts of food and beverage sales against a guaranteed minimum annual payment Commissions may be offered by category such as Snack Bar, Group Tours, and Special Events. Gratuities or a separately stated service charge are not part of gross receipts, but labor charges, whether separately identified or included, are part of gross receipts Accommodation sales such as a wedding cake from an outside baker that is neither subject to a commission nor marked up is not part of gross sales Net receipts are defined as gross receipts less any applicable state or local sales tax. Please note that museum functions that are billed at direct cost plus ten (10%) per cent are not included in gross receipts.

Front of the House Maintenance: Caterer is responsible for wiping tables and chairs, removing trash, and policing all service areas in the Carriage House. All areas used for catering must be cleaned to Lyndhurst standards one hour prior to public opening. Specifically, the building and the courtyard must be cleaned daily prior to opening to the public. If Caterer does not clean adequately, Lyndhurst may do so and will bill Caterer at its costs, whether through its own staff or contract staff, times 125%. Caterer must mop the floors in the Carriage daily when Lyndhurst is open to the public. Vacuuming, periodic floor maintenance, re-lamping, window cleaning, and all other heavy maintenance are responsibilities of Lyndhurst.

Personnel: All personnel must be neatly attired in uniforms approved by Lyndhurst All culinary personnel must wear hair restraints and gloves while serving food All personnel must meet standards of conduct required for Lyndhurst personnel Lyndhurst has an absolute right of approval over selection and tenure of Managser

5

PROPOSAL: Please submit proposals in four copies organized in the following parts.

1 *Financial Background.* Two years of audited financial statements or annual reports. If investment and/or operating capital are to be funded from a source other than existing capitalization, a financing plan must be attached.

2 *Priced Menus.* Menus for the snack bar and banquet menus for receptions, lunch, and dinner.

3. *Experience.* WAG is particularly interested in similar operations within a cultural institution and in upscale banquet experience

4 *Marketing.* Please develop a marketing plan for both banquets and the snack bar should you choose to operate it outside visitor hours. A minimum financial commitment to site specific marketing for banquets is required.

5 *Sales projections, rent, and investment.* Please detail your projected first year revenues by revenue center. Detail the proposed investments by block categories. Please state rents and applicable minimum guarantee.

6. *Staffing.* Provide a complete staffing chart. If you can identify the General Manager and Chef, please include their resumes. Please detail backgrounds of your supervisory staff and the frequency of their visits. Describe their proposed responsibilities at Lyndhurst. Describe staff training programs and planned recruitment sources. Provide a budget and a time table for pre-opening expenses.

7. *Snack Bar Concept.* Describe your conceptual approach to the snack bar Presentation boards and/or pictures of similar facilities concentrating on concept and "style" would be most helpful If you can identify the professionals, both in house and outsourced, who will direct this effort, please do so.

8. *References.* Please provide three trade and three client references including current lessors. Please provide the names of lessor for any leases at similar facilities which you have had (including any you may have lost) during the preceding five (5) years.

Response to questions regarding this proposal will be answered during the pre-proposal conference in writing within forty eight hours Proposals must be delivered to Susanne Pandich at Lyndhurst no later than _____

6

National Trust for Historic Preservation
Lyndhurst

SPECIAL PROPERTY USE GUIDELINES

It is the policy of the National Trust for Historic Preservation to allow Lyndhurst to be used for receptions, dinners, meetings, and other special uses, as long as the user adheres to the guidelines designed to protect such property, its buildings, and collections. Eligibility for use is limited to Lyndhurst "Friends" and National Trust members.

I Locations, Capacities and Fees

Rose Garden - 200 people (summer use only)

Veranda - 100 people seated, 175 standing

Carriage - 200 people (larger capacities are available by negotiation with tenting in good weather months)

	50 or fewer	51-100	101-175	176-200
Mon.-Thurs.	$250.00	$500.00	$1,000.00	$1500.00
Fri.-Sun.	$450.00	$1,000.00	$1,800.00	$2,400.00
Saturday	$2,750.00	$2,750.00	$2,750.00	$3,000.00

Over 200, $15.00 per head or negotiated separately.

Charges are based on six hours use. We will permit one hour of overtime on weekends only at a fee of $250.00 per hour.

II Prohibited Uses

1. Any event prohibited by the legal instrument by which the National Trust acquired the property.

2. Any event which may detract from the public image of the National Trust and Lyndhurst.

Tarrytown, N.Y. 10591
(914) [illegible] FAX (914) [illegible]3634

[illegible] property of the National Trust for Historic Preservation

Due to museum programming at Lyndhurst, the invitation time for events cannot be before 5:00 p.m. Rose Garden, 5:30 p.m. Veranda, 5:30 p.m. Carriage House (Saturdays), 4:30 p.m. Rose Garden, 5:30 p.m. Veranda, 5:00 p.m. Carriage House (Sundays).

2. Use of Lyndhurst must be requested through the property director or her designee. The conditions of use shall be specified in a formal letter of agreement from the property director to the user. Use is on a first-come, first-serve basis, reservations are tentative until the property director receives a completed letter of agreement and appropriate deposit. Use is restricted to those areas specified in the letter of agreement and fees are assigned on the basis of six hours use.

3. The user shall assume all financial responsibility for damage to or loss of National Trust property and for any personal injury which may occur during or as a result of the use of the property.

4. A deposit, as specified in the letter of agreement, must be made to reserve the specified date of the event. This deposit represents a Friends membership which is a non-refundable contribution. Payment of the balance due for use must be made at least fourteen (14) days prior to the event.

5. The user must adhere to the stated maximum use capacities. Should the number of guests exceed the maximum, the National Trust reserves the right to require that the number be reduced to the required minimum.

6. The user must provide the director with full details of the function and must advise the director of any extraordinary measures, security or otherwise.

7. Property staff shall be present during the event to answer questions relating to the property and to provide security for the collections.

8. Dancing and amplified music are acceptable, provided volumes are kept under reasonable control.

9. Any evidence of the use of illegal substances associated with the event will be grounds for immediate termination without reimbursement of use fees.

10. Winter Parking Policy. In the event inclement weather prevents parking on the property, an off premises parking lot will be secured for guests, and guests will be bused to the property.

National Trust for Historic Preservation
Lyndhurst

The National Trust for Historic Preservation in the United States has reserved the Rose Garden, Veranda and Carriage House of Lyndhurst on _____ for an estimated _____ persons.

Your reservation will be confirmed upon receipt of your membership deposit and signed duplicate copy of this letter of agreement. The balance of the payment is due at least fourteen (14) days prior to the date of the event.

In requesting the use of Lyndhurst you agree to abide by the list of procedures governing special use of the property attached hereto and incorporated in this letter of agreement. You further agree to use Fabulous Foods, Inc., Lyndhurst's concessionaire, as the caterer of the event and to abide by its procedures. The representative of Fabulous Foods is _____ and can be reached at _____.

You also agree to release and hold harmless the National Trust and Fabulous Foods, Inc. from and against any loss of or damage to property belonging to you or your guests and from and against any personal injury incurred by you or your guests during or as a result of your use of Lyndhurst.

This agreement may be cancelled without penalty to the National Trust if in the opinion of the property director any portion of the property necessary to the intended use has become unsafe or unsuitable for such use. In such an eventuality, the event may be rescheduled for a date mutually acceptable to the National Trust, Fabulous Foods, Inc., and you.

The fee for special property use for six(6) hours is _____. The deposit is _____. There is an additional overtime fee of $250.00 per hour for parties ending after 11:30 p.m. Included in your fee is a tour of the mansion for all your guests.

Should the number of guests change, you will be billed according to the caterers confirmed number prior to the event, as per the fee schedule in the Special Property Use Guidelines.

If the foregoing correctly states your understanding of our agreement, please sign and return one copy of this letter at your earliest convenience. If we do not hear from you within two weeks after the date of this letter, your reservation will be automatically cancelled

Thank you for your interest in the National Trust and Lyndhurst If you have any further questions, please do not hesitate to call me at (914) 631-4481

Sincerely,

Susanne Pandich, Director

_____

signature of party giver

Appendix C: Shelburne Farms

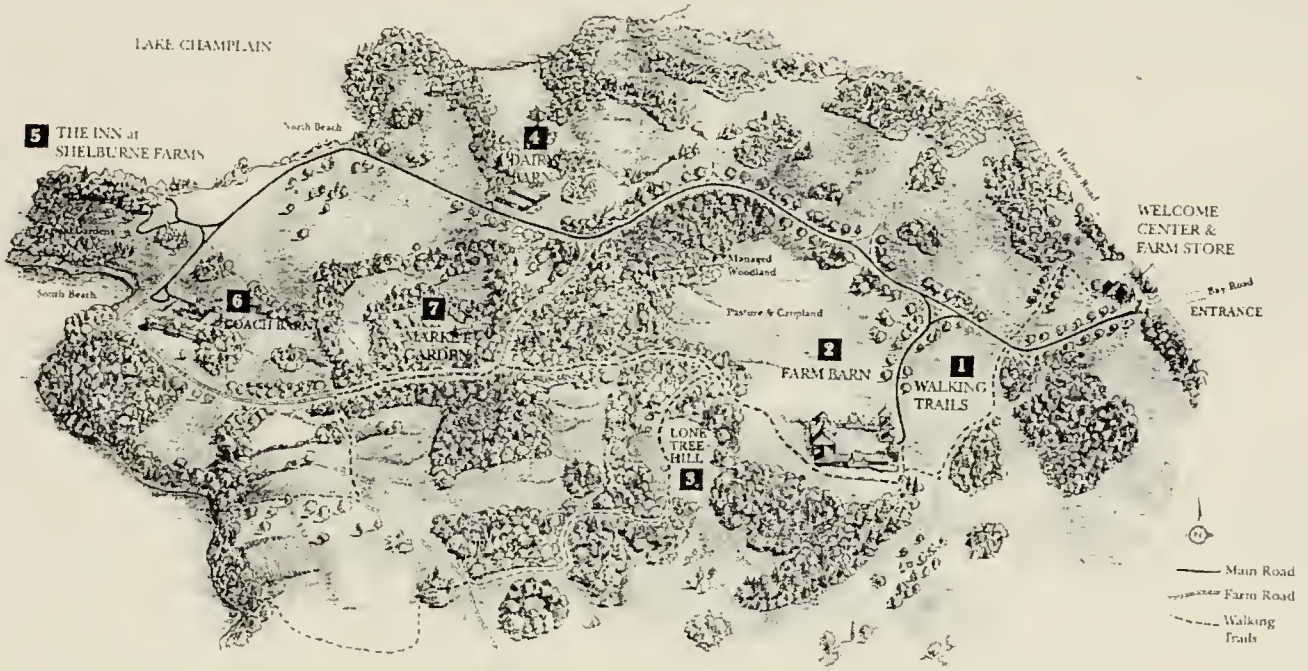
Figure 24 The Coach Barn in 1902. Photo taken in 1901 by Boston photographer T. E. Marr.

Shelburne Farms

Shelburne, VT • 05482
(802) 985-8686

Shelburne Farms is a 1,400-acre working farm, national historic site and a nonprofit environmental education center that welcomes visitors to enjoy its spectacular landscape.

The mission of Shelburne Farms is to cultivate a conservation ethic in students, teachers, and the general public by teaching and demonstrating the stewardship of natural and agricultural resources



1 Walking Trails
Our 8 miles of walking trails start at the Welcome Center and can take you to the Farm Barn, up Lone Tree Hill and down to the Lake. The trails are open year-round, weather permitting. Please ask at the Welcome Center for a Walking Trail Map.

2 Farm Barn
This grand barn was constructed by Dr William Seward and Lila Vanderbilt Webb in the late 19th century as the headquarters for a model agricultural estate. Renovated in 1991, it is now home to the J. Warren and Lois McClure Center for School Programs, administrative offices, cheese-making, a wood shop, bakery, and the Children's Farmyard, which is open to the public on weekends in the spring and fall, and daily during the summer.

3 Lone Tree Hill
At the Farms' highest point is a memorial to Derick V. Webb, who donated the lands and buildings of Shelburne Farms to the nonprofit organization. The hill offers great views of Lake Champlain, the Adirondacks, and the Green Mountains to the east.

4 Dairy Barn
The original barn was built in 1952 as one of the first poles construction barns. In 1995, we built a New Zealand-style, greenhouse milking parlor. We now milk 120 cows twice a day to produce our award-winning farmhouse cheddar cheese.

5 The Inn at Shelburne Farms
Built between 1886 and 1899 and designed by Robert H. Robertson, the "Big House" was the year-round home of the Webbs. It is now a 24-room inn, open for breakfast, dinner and accommodations from mid-May to mid-October.

6 Coach Barn
Formerly home to the horses, coaches and coachmen who served the Farm in its heyday, the Coach Barn now hosts many special events and functions for Shelburne Farms.

7 Market Garden
The Market Garden has supplied flowers and vegetables to the Farm for a century. Today, its fresh vegetables supply the kitchen at the Inn and its flowers decorate the Inn's rooms.

Inn

To build goodwill for Shelburne Farms and ongoing support for its programs.

Coach Barn

To enable agricultural, cultural and environmental organizations to convene in an inspiring setting.

SHELBURNE FARMS
INN, RESTAURANT, AND COACH BARN

Inn and Restaurant

Goal: To build goodwill for Shelburne Farms and ongoing support for its programs.

Key Budget Assumptions
- Small increase in room occupancy rates based on a wonderful Shelburne Farms experience (more program related options—bird walks, field trips, other special tours and activities, etc.), word of mouth, free publicity, cross-marketing, and in-house mailings.
- Maintain "special occasion" dining experience for non-house guests.
- Small increase in restaurant volume through improved systems.
- High level of support for the Farm's public relations and development functions.
- Outdoor dining options for guests increased through terrace utilization, picnic baskets, beach cookout grill(s) and a portable grill for occasional (weather permitting) cook outs.
- Greater investment in more environmentally sound operation and services.
- Adequate investment in cyclical capital improvement/refurbishing schedule for furnishings, interior and exterior finishes and general facilities maintenance.

Coach Barn

Goal: To enable agricultural, cultural and environmental groups to convene in an inspiring setting.

Key Budget Assumptions
- Coach Barn maintained as mixed use special event facility with as many program related events as possible.
- Stables refurbished and maintained for (carriage) horse use.
- Adequate investment in cyclical capital improvement/refurbishing schedule for furnishings, interior and exterior finishes and general facilities maintenance.

Year-round staff
- Director
- Operations Assistant
- Chef
- Special Functions Coordinator
- Other staff hired seasonally. Strong relationship cultivated with New England Culinary Institute, Paul Smith's College etc. for interns.

THE INN AT SHELBURNE FARMS
Staff Brainstorm Notes

EXPERIENCE — Surroundings: gilded age historic background, Olmsted "influenced" design; Natural settings: walking trails, gardens, Vermont, working landscape, farm/agricultural, natural beauty, lake, countryside; Food: great food w/service, artistic, healthful, fresh quality.

Informative education, not preaching, awareness of conservation, simply elegant, romantic, friendly, warm, personal, home not institution. Peaceful, relaxing, casual, restful, fun, comfortable, refreshing, serene, gracious, inviting, welcoming, inspiring, memorable, classic but classless.

The Inn at Shelburne Farms experience will especially appeal to customers who:

Appreciate beauty and simplicity
Enjoy a casual atmosphere in elegant surroundings
Enjoy exploring, have a sense of adventure
Like a surprise
Love the countryside
Value "experience", more than amenities

are:
Environmentally aware
Friendly and interactive
Health conscious
Philanthropic
Quality oriented
Value conscious

interested in:
Culture and the arts
Farming and agriculture
History and historic preservation
Landscape design, architecture and planning
Learning
Outdoor experiences
Spiritual growth

Shelburne Fa... s
Division Comparisons
1987 - 1999

COACH BARN

	1987 Actual	1988 Actual	1989 Actual	1990 Actual	1991 Actual	1992 Actual	1993 Actual	1994 Actual	1995 Actual	1996 Actual	1997 Actual	1998 Budget	1999 Budget	Target
REVENUE														
Facility Fees	10.2	11.7	11.8	8.4	20.9	19.4	43.8	56.8	61.9	73.6	91.8	60.0	87.0	90
Meals & Alcohol	0.0	0.0	0.0	0.0	0.0	0.0	47.7	71.7	62.5	89.4	64.3	67.0	49.0	57
Other	0.0	0.0	0.0	0.0	0.0	0.0	9.4	2.2	0.0	0.3	16.5	3.0	2.0	3
Total Revenue	10.2	11.7	11.8	8.4	20.9	19.4	100.9	130.7	124.4	163.2	172.6	130.0	138.0	150
EXPENSE														
Labor	0.0	0.0	0.0	0.0	0.0	0.0	37.7	52.8	38.1	40.2	33.1	49.0	41.0	45
Cost of Goods Sold	0.0	0.0	0.0	0.0	0.0	0.0	25.9	31.7	29.9	34.8	26.3	30.0	19.5	30
Material & Supplies	0.1	0.0	0.1	0.1	0.3	0.3	2.2	3.2	3.4	3.2	5.8	3.0	3.5	4
Repair & Maint	0.5	0.8	0.3	0.3	4.5	0.8	0.5	4.8	5.9	4.2	3.7	3.0	7.0	7
Fuel & Utilities	1.0	1.9	0.9	2.7	2.4	2.8	2.7	2.1	2.5	9.3	8.2	9.0	9.0	9
Professional Services	0.0	0.0	0.0	0.0	0.4	1.1	0.0	0.0	0.0	2.4	0.0	0.0	0.0	0
Advertising & Promotion	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.2	0.1	0.0	0.0	0.0	0.0	0
Insurance	0.7	0.6	0.2	0.2	0.3	0.4	0.2	0.3	2.8	5.6	5.1	5.0	5.0	5
Property Taxes	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.1	0.1	5.2	8.3	1.0	3.0	0
Total Expense	2.6	3.3	1.5	3.3	7.9	5.4	69.6	95.2	82.8	104.8	90.5	100.0	88.0	100
NET INCOME (LOSS)	7.6	8.4	10.3	5.1	13.0	14.0	31.3	35.5	41.6	58.4	82.1	30.0	50.0	50

Shelburne F[illegible]
Division Comparisons
1987 - 1999

INN

	1987 Actual	(79%) 1988 Actual	(80%) 1989 Actual	(86%) 1990 Actual	(79%) 1991 Actual	(78%) 1992 Actual	(83%) 1993 Actual	(88%) 1994 Actual	(91%) 1995 Actual	(93%) 1996 Actual	1997 Actual	1998 Budget	1999 Budget	Target
REVENUE														
Rooms	245.9	373.6	473.6	529.7	528.5	526.1	515.7	545.0	543.3	571.5	632.7	600.0	782.0	790
Meals & Alcohol	217.4	394.5	457.8	508.7	565.1	522.9	495.2	529.0	575.0	618.0	654.1	640.0	709.0	715
Service Charge (A)	68.7	123.8	148.9	171.3	181.7	174.6	153.9	174.0	76.7	85.5	94.3	90.0	0.0	0
Special Events & Mtg Rm	16.5	9.2	10.9	11.4	13.8	12.9	13.7	2.9	4.7	4.8	4.9	4.0	5.0	5
Other Sales	0.0	0.0	0.0	1.1	10.1	10.1	4.9	0.0	6.2	7.8	10.2	4.5	2.0	5
Other	6.6	8.7	7.4	11.8	16.6	12.9	10.6	8.8	5.8	5.5	8.8	8.5	5.0	10
Total Revenue	555.1	909.8	1,098.6	1,234.0	1,315.8	1,259.5	1,194.0	1,259.7	1,211.7	1,293.0	1,405.0	1,347.0	1,503.0	1,525
EXPENSE														
Labor	200.5	330.0	416.3	502.9	527.8	568.6	535.4	550.0	537.5	586.8	575.1	575.0	644.5	658
Cost of Goods Sold	0.0	0.0	0.0	189.5	165.1	206.1	221.4	217.4	228.0	230.7	258.0	245.0	247.3	250
Material & Supplies	128.8	223.2	240.0	79.3	87.1	60.4	56.2	67.0	82.7	113.6	99.3	95.0	110.7	110
Repair & Maint	5.7	21.8	19.0	43.0	50.5	48.1	38.7	39.0	32.4	37.9	46.2	46.0	68.5	70
Fuel & Utilities	13.7	12.7	14.0	18.2	17.0	19.7	17.2	21.4	23.9	24.9	31.4	27.0	32.1	32
Professional Services	3.5	4.5	0.6	5.1	0.1	0.0	1.1	1.5	0.0	3.1	4.4	4.0	6.0	6
Advertising & Promotion (B)	35.5	31.6	26.6	37.7	39.8	31.5	51.6	71.9	14.0	37.1	36.2	35.0	42.8	43
Insurance (Liability)	2.9	2.9	0.9	0.8	3.4	3.5	2.8	3.8	17.3	19.5	17.6	20.0	14.4	16
SFR Lease (Building Insurance)	0.0	0.0	28.5	33.2	20.1	20.9	15.2	9.1	0.0	0.0	0.0	0.0	0.0	0
Other	42.3	54.4	25.8	43.3	45.4	44.8	37.5	48.1	37.5	57.5	62.8	40.0	51.7	55
Total Expense	432.9	681.1	771.7	953.0	956.3	1,003.6	977.1	1,029.2	973.3	1,111.0	1,130.9	1,087.0	1,218.0	1,240
NET INCOME (LOSS)	122.2	228.7	326.9	281.0	359.5	255.9	216.9	230.5	238.4	182.1	274.2	260.0	285.0	285

(A) Through 1994 tips collected were included in revenue. Beginning in 1995 tips collected were netted against payroll expense
(B) Prior to 1995 development costs were recorded in both revenue and expense at retail. Beginning in 1995 the cost of development was charged to the expense accounts at cost.

SHELBURNE FARMS
Consolidated Statement of Revenues and Expenses
($ in Thousands)

	1987 Actual	1988 Actual	1989 Actual	1990 Actual	1991 Actual	1992 Actual	1993 Actual	1994 Actual	1995 Actual	1996 Actual	1997 Actual	1998 Actual	1999 Budget	Target
REVENUE														
Annual Support	$59.7	$115.1	$83.6	$189.3	$170.4	$270.5	$360.0	$509.1	$538.8	$472.9	$455.9	$508.3	525.0	535
Campaign Support	41.2	50.7	41.4	88.1	56.8	45.6	56.8	0.0	0.0	50.0	60.0	29.9	0.0	0
Tuition & Fees, Project Seasons	21.7	33.5	28.4	33.9	32.6	34.4	35.5	30.8	56.4	75.7	68.3	75.3	70.0	95
Tours, Farmyard & Trails	41.4	53.9	53.5	55.3	79.4	82.8	101.4	122.4	136.1	150.4	186.3	211.7	195.0	200
Facility Fees & Rentals	23.3	17.2	21.4	17.7	14.2	13.9	16.5	16.5	46.6	36.1	29.2	46.7	41.0	48
Farm Operations	242.5	239.0	265.2	236.5	173.4	219.5	188.7	159.8	118.5	173.3	225.7	335.5	287.0	322
Wholesale Cheese	127.1	142.5	182.5	92.9	128.8	149.2	182.7	226.2	133.3	137.2	173.6	215.0	265.0	280
Catalog	136.3	143.8	182.4	237.3	235.5	269.0	286.7	341.7	301.5	302.8	310.9	336.0	325.0	470
Farm Store	159.7	189.5	234.4	232.5	265.8	261.0	259.1	259.9	290.1	330.9	313.6	346.1	318.0	350
Inn	555.1	909.8	1,098.6	1,234.0	1,315.8	1,259.5	1,194.0	1,259.7	1,205.5	1,287.5	1,405.0	1,464.6	1,503.0	1,525
Coach Barn	10.2	11.7	11.8	8.4	20.9	19.4	100.9	130.7	124.4	162.9	172.6	149.6	138.0	150
Residential Programs/Old Dairy Barn	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	990
Investment & Endowment Interest	40.3	38.7	38.7	38.7	63.7	50.0	40.0	29.0	51.4	78.5	93.7	77.2	80.0	300
Other	15.5	19.6	16.5	7.8	8.7	27.8	70.4	18.6	94.0	65.3	64.8	59.4	43.0	0
TOTAL REVENUE	1,474.0	1,965.0	2,238.4	2,472.4	2,566.0	2,702.8	2,892.7	3,104.4	3,096.6	3,323.6	3,557.8	3,855.3	3,790.0	5,265
EXPENSES														
Personnel	608.4	788.3	919.7	1,071.5	1,152.4	1,230.5	1,308.0	1,398.8	1,452.9	1,544.2	1,651.9	1,694.2	1,868.2	2,455
Cost of Goods Sold & Farm Purchases	285.1	379.2	392.2	553.0	576.0	635.4	718.8	740.5	668.3	703.3	748.1	794.8	776.7	1,096
Materials & Supplies	191.1	301.7	329.3	162.8	172.5	159.0	158.7	202.1	229.0	264.3	269.7	311.3	286.9	363
Repairs & Maintenance	42.6	60.5	51.7	91.1	107.4	111.4	110.0	113.3	115.9	106.7	149.0	141.8	184.2	258
Fuel & Utilities	52.0	57.3	81.8	93.6	89.8	97.7	116.1	120.1	127.4	149.9	149.2	141.0	146.3	190
Development & Communications	3.2	5.4	6.7	11.9	10.3	28.0	34.1	28.6	36.7	21.9	34.6	29.2	35.0	40
Marketing	120.5	133.1	146.8	140.1	149.6	150.1	150.2	162.6	104.8	133.8	121.3	143.1	149.2	179
Professional Services	28.1	31.9	39.4	47.2	24.0	22.2	44.1	62.5	60.5	48.8	39.1	76.0	52.0	68
Taxes	18.0	12.5	21.6	24.2	20.4	24.8	25.6	26.5	28.7	27.4	28.1	29.0	25.0	50
Insurance	20.4	59.2	44.9	55.9	56.0	66.9	50.3	35.5	55.7	57.4	65.5	44.5	52.9	93
Other	60.6	66.9	53.1	88.3	86.3	73.8	100.9	116.6	126.5	140.9	158.4	154.3	108.6	98
TOTAL EXPENSES	1,430.0	1,895.0	2,087.2	2,339.6	2,444.7	2,599.8	2,816.8	3,005.1	3,004.4	3,198.5	3,414.9	3,561.1	3,685.0	4,890
OPERATING INCOME	44.0	70.0	151.2	132.8	121.3	102.8	75.9	99.3	92.2	125.1	142.9	294.1	105.0	375
Interest Expense	42.0	51.8	53.2	48.2	41.0	19.3	22.7	31.8	45.4	77.4	75.8	78.3	99.0	25
Net Surplus (Deficit)	$2.0	$18.2	$98.0	$84.6	$80.3	$83.5	$53.2	$67.5	$46.8	$47.7	$67.1	$215.9	$6.0	350

SHELBURNE FARMS
Statement of Revenues and Expenses by Division
($ in Thousands)

	1987 Actual	1988 Actual	1989 Actual	1990 Actual	1991 Actual	1992 Actual	1993 Actual	1994 Actual	1995 Actual	1996 Actual	1997 Actual	1998 Actual	1999 Budget	Target
GENERAL SUPPORT														
Revenue	$182.3	$224.9	$175.2	$324.4	$301.8	$395.6	$517.8	$545.5	$670.2	$654.7	$682.2	$691.3	654.0	835
Expense	244.6	293.7	325.8	378.6	363.5	384.5	479.1	496.1	547.3	522.2	626.5	645.4	626.0	687
Net	(62.3)	(68.8)	(150.6)	(52.2)	(61.7)	11.1	38.7	49.4	122.9	132.5	55.7	45.9	28.0	148
EDUCATION PROGRAMS														
Revenue	83.6	88.8	89.3	90.9	32.6	35.3	46.9	43.4	65.2	82.3	67.6	78.9	74.0	95
Expense	83.0	87.6	99.4	138.2	148.3	181.7	190.3	188.9	232.2	227.2	191.9	200.0	224.0	258
Net	0.6	1.2	(10.1)	(47.3)	(116.7)	(146.4)	(143.4)	(145.5)	(167.0)	(144.9)	(124.3)	(121.1)	(150.0)	(163)
PUBLIC PROGRAMS / FARM BARN														
Revenue	5.8	5.1	4.7	4.3	83.5	89.0	108.4	128.7	155.9	173.4	199.9	224.3	212.0	225
Expense	1.8	2.6	1.7	1.6	63.8	78.7	92.4	104.4	162.9	148.2	194.5	225.9	202.0	215
Net	4.0	2.5	3.0	2.7	19.9	10.3	16.0	24.3	(7.0)	25.1	5.3	(1.6)	10.0	10
RESIDENTIAL PROGRAMS / OLD DAIRY														
Revenue	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	990
Expense	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	850
Net	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	140
BUILDINGS, GROUNDS & WOODLANDS														
Revenue	17.5	14.2	19.1	13.7	11.1	8.3	9.0	9.5	23.0	12.4	8.3	27.8	18.0	30
Expense	100.0	92.1	96.1	134.8	135.0	145.5	157.0	182.9	196.5	227.9	258.2	266.0	306.0	345
Net	(82.5)	(77.9)	(77.0)	(121.1)	(123.9)	(137.2)	(148.0)	(173.4)	(173.5)	(215.6)	(249.9)	(238.2)	(290.0)	(315)
TOTAL NET G&A, PROGRAMS	(160.2)	(143.0)	(234.7)	(217.9)	(282.4)	(262.2)	(236.7)	(245.2)	(224.6)	(202.8)	(313.1)	(315.0)	(402.0)	(180)
DAIRY														
Revenue	236.4	234.7	260.4	234.0	170.2	216.3	187.2	159.1	121.3	173.6	224.0	321.7	285.0	315
Expense	201.4	206.5	233.2	227.2	204.3	200.3	193.4	189.7	201.7	206.3	252.9	278.7	263.0	290
Net	35.0	28.2	27.2	6.8	(34.1)	16.0	(6.2)	(30.6)	(80.4)	(32.6)	(28.8)	42.9	22.0	25
CHEESE & CATALOG														
Revenue	263.4	286.3	344.9	330.2	364.3	418.2	469.4	567.9	434.8	440.0	484.5	551.0	590.0	750
Expense	243.6	334.9	340.2	290.1	316.9	355.2	407.5	456.4	355.3	367.6	407.2	476.6	490.0	625
Net	19.8	(48.6)	4.7	40.1	47.4	63.0	61.9	111.5	79.5	72.4	77.3	74.3	100.0	125
FARM STORE														
Revenue	159.7	189.5	234.4	232.5	265.8	261.0	259.1	259.9	290.1	330.9	313.6	346.1	318.0	350
Expense	140.1	193.2	217.6	214.8	247.9	244.9	250.4	262.3	252.4	283.3	262.4	271.3	268.0	280
Net	19.6	(3.7)	16.8	17.7	17.9	16.1	8.7	(2.4)	37.7	47.7	51.2	74.8	50.0	70
INN														
Revenue	555.1	909.8	1,098.6	1,234.0	1,315.8	1,259.5	1,194.0	1,259.7	1,211.7	1,293.0	1,405.0	1,484.6	1,503.0	1,525
Expense	432.0	881.1	771.7	953.0	956.3	1,003.6	977.1	1,029.2	973.3	1,111.0	1,130.9	1,122.7	1,218.0	1,240
Net	122.2	228.7	326.9	281.0	359.5	255.9	216.9	230.5	238.4	182.1	274.2	341.9	285.0	285
COACH BARN														
Revenue	10.2	11.7	11.8	8.4	20.9	19.4	100.9	130.7	124.4	163.2	172.6	149.6	138.0	150
Expense	2.6	3.3	1.5	3.3	7.9	5.4	69.6	95.2	82.8	104.8	90.5	74.6	88.0	100
Net	7.6	8.4	10.3	5.1	13.0	14.0	31.3	35.5	41.6	58.4	82.1	75.0	50.0	50
TOTAL NET RELATED ENTERPRISES	204.2	213.0	385.9	350.7	403.7	365.0	312.6	344.5	316.8	327.9	456.0	609.1	507.0	555
OPERATING INCOME	44.0	70.0	151.2	132.8	121.3	102.8	75.9	99.3	92.2	125.1	142.9	294.1	105.0	375
Interest Expense	42.0	51.8	53.2	48.2	41.0	19.3	22.7	31.8	45.4	77.4	75.8	78.3	99.0	25
Net Surplus (Deficit)	$2.0	$18.2	$98.0	$84.6	$80.3	$83.5	$53.2	$67.5	$46.8	$47.7	$67.1	$215.9	$6	350

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Anne & Jerome Fisher

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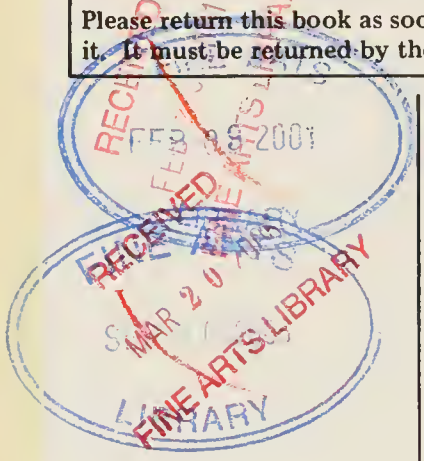

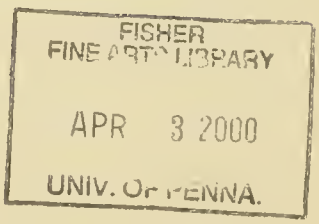

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